

PHOTO is a study in contrast between the first Fuller Brush plant and a portion of the present one. Upper right inset is the company's founder, Alfred C. Fuller.

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CONNECTICUT INDUSTRY

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INDUSTRIAL FUEL OIL**

SERVING SOUTHERN AND WESTERN NEW ENGLAND

VIA

RAIL—WATER—TRUCKS



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AN ASTOUNDING REVELATION

By E. KENT HUBBARD

Recently an inquiring American citizen decided to find the answers to a few simple questions concerning the powers of the President of the United States. Thinking that *The United States News*—a weekly newspaper on national affairs—should be informed on what appeared to be so simple a matter to those in close contact with official Washington, he addressed his queries to the editor of that paper. On receiving it the news editor thought the answers would be fairly easy to locate and so did a willing reporter who offered not only to get the answers to the specific questions asked but also to compile a list of all the principal powers of the President in order to have ready answers for future queries. But what seemed like an easy acquisition to the reporter, to the news editor and I am sure to the average citizen, proved to be a revelation of glaring inefficiency in government business procedure as compared to a well managed private business, and of the great distance our democracy has traveled toward absolute dictatorship within the past four years.

The energetic reporter went straight to the White House first for his answers. But on being told that no list of the President's powers was available there, he tramped up and down the long corridors of the Capitol to inquire the answers from well over a dozen heads of government agencies. He was given, almost in a chorus, the unwelcome news that no such list existed, that it would take anywhere from one week of fast work up to three years to compile a list of the powers granted by Congress to the President. The chief of one governmental research department went so far as to offer a steady job to any researcher who could compile alone, and within one month, a list of all the grants of power given by Congress to the President since March, 1933.

After inquiring further, with negative results, of the Budget Bureau, Treasury Department, Justice Department, the Comptroller General's office, the National Archives, the United States Information Service, Clerks of the House and Senate Document Rooms, research workers of the Legislative Reference Service of the Library of Congress, the Congressional Committee in charge of the compilation of the United States Code and the Brookings Institute, the reporter, with the aid of some of his associates, turned in dismay to the arduous task of compiling his own list from the huge volumes of the United States Statutes. The task of compiling a list of the powers conferred upon Franklin D. Roosevelt, who it is generally agreed has received more powers than any other president, was begun. The resulting list of discretionary powers given to President Roosevelt and his executive

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FEDERAL AND STATE LEGISLATION

Following is a legislative report from Tilson, Stanley & McCuen, the Association's legal representatives in Washington.

INTEREST in Washington is centered to a large extent at this time in the administration's campaign for federal control of wages, hours and working conditions, which entered a new phase last month when a sub-committee of the House Committee on Labor started public hearings on the so-called Ellenbogen bill (H. R. 238) to establish a little NRA for the textile industry.

Representative William P. Connery of Massachusetts, Chairman of the House Labor Committee, in a speech Sunday (May 16) declared that his Committee would report the bill favorably and that the President is supporting it.

Since the Supreme Court declared the NRA unconstitutional, the administration has been seeking for a method to regain the powers which that decision stripped from the federal government and apparently believes it has found that method in the plan proposed by the Ellenbogen bill, when viewed in the light of the recent decisions on the Wagner Act and the Washington state minimum wage law.

The decisions on the Wagner Act, however, may be receiving an interpretation not justified by the facts. These decisions were hailed as marking a great change in the attitude of the Supreme Court, but it should not be overlooked that, stripped of legal verbiage, all they in fact hold is that the particular parties in the four cases in question, and they were carefully picked by the government, are engaged in interstate commerce and that the enforcement of the particular Labor Board rulings in these cases, and these were also carefully picked, does not involve the taking of property without due process of law.

Whether it is a proper inference from these decisions, coupled with the decision on the Washington state minimum wage law, that the federal government may regulate wages, hours of labor and working conditions or establish minimums for business engaged in interstate commerce, other than those now classed as public utilities, is something that only the future can show.

For some months Major George Berry, the labor leader who, up to the time of his appointment to the Senate, was President Roosevelt's Federal Coordinator for Industrial Corporations, the remains of the NRA, was working on a plan for federal control of all industry engaged in interstate commerce on somewhat the same plan as that proposed by the Ellenbogen bill for the textile industry. It had been expected that the administration's plan on this subject would emanate from Major Berry's group, but it now seems likely that the test of sentiment in Congress and in the country may be made in the Ellenbogen bill.

The O'Mahoney Bill

Senator O'Mahoney of Wyoming has a bill for federal control and regulation of corporations engaged in interstate commerce which is also receiving widespread attention. Hearings on this bill have been held before a sub-committee of the Senate Committee on Finance, but the fight over the proposed reorganization of the Supreme Court has temporarily halted further consideration of this measure. His bill would control corporations engaged in interstate commerce by means of a licensing system. By restricting application of the bill to corporations, which would be permitted to engage in interstate commerce only if licensed by the federal government, the Wyoming Senator apparently believes that he can cover much more territory without running afoul of the Constitution than in any other way. The theory back of his bill seems to be that corporations being artificial entities set up to limit the liability of those engaged in the business, the federal government might, if it wished, prohibit them from doing business in interstate commerce at all and consequently it may make any conditions it pleased to allow them that right.

While Senator O'Mahoney is considered one of the administration's spokesmen in the Senate, there is nothing as yet to indicate that his plan has administration endorsement.

Representative Connery of Massachusetts, Chairman of the House Committee on Labor, also has a bill (H. R. 1985) for federal regulation of hours, wages and working conditions through the medium of the Federal Trade Commission, but there is no indication that this bill will be pushed and as yet it

has not even been considered in Mr. Connery's own committee.

It is generally conceded that it is one of the major objectives of the administration to regain control over business of the same type exercised under the NRA, but the plan may be carried out piecemeal instead of by a single legislative act. Progress in this direction has already been made on two fronts by the Guffey Coal bill and the Wagner Labor Board Act. The next step is the Ellenbogen bill, which, if carried through, will pave the way for similar regulation in other fields of industry alleged to affect interstate commerce.

The plan to reorganize the Supreme Court along liberal lines is, of course, closely related to the administration's plan to regulate wages and working conditions in industry, because up to the time of the Wagner decisions administration leaders seemed convinced that a change in the Court's attitude would be necessary to carry out their plans.

Analysis of Bill

The Ellenbogen bill in effect would set up a Textile Commission, with approximately the same powers with respect to the textile industry as those exercised by the old National Recovery Administration. The bill establishes an \$18.00 a week minimum wage to start with and grants to the Commission the power to increase that minimum after one year. It also grants to the Commission the right, if deemed necessary to prevent over-production, to prohibit persons engaged in the industry from operating a third shift. Other powers granted to the Commission relate to misrepresentations, misbranding and mislabeling, palming off, commercial bribery, agreements to maintain prices, or requiring customers to deal with a single producer, inducing breaches of contract, discriminations in price between customers and other alleged unfair acts of competition.

The bill seeks to avoid court review of the Commission's actions by providing that any finding by the Commission that interstate commerce is affected by an alleged act shall be conclusive, which, if adopted and sustained as constitutional, would make the Commission the sole judge of its own jurisdiction. The courts in the past have consistently sustained the right of Congress to make an admin-

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THE FULLER BRUSH CO.

A typically American story of small capital combining with vision and the will to fill a need better than ever before growing into large enterprise. That capital and vision was Alfred C. Fuller's. The need of good household cleaning tools (brushes) was met when Fuller capital and vision combined forces with a group of hard-working dealer-salesmen who wanted the opportunity of building a business of their own, without capital.

THE "Fuller Brush Man" known and respected in millions of American homes today is the true symbol of the house-to-house sales plan, long held in disfavor by business management, but later accepted.

He is more than that. He is a courteous business man, devoting his energies toward building a repeat business of his own by acquainting men and women in his protected territory with the special uses of more than one hundred different types of brushes. He calls at your door today to deliver a very handy kitchen brush free of charge, to observe brush needs and to demonstrate those items he believes best adapted to the cleaning needs of any given household. Whether Mr. and Mrs. Consumer buy or not, he leaves with a courteous "thank you", and without the handy utility brush which warmed the early stages of the interview.

If his courteous manner was not a thing inborn, he acquired it naturally through the Fuller training school which grounds men well in the rudiments of good manners—manners that are both business and sound assets. Once made a part of a man to the point of sincerity, these Fuller acquired manners make him a welcome visitor in hundreds of homes, while building for him a business without the necessity of capital investment. Four thousand Fuller trained dealers now call on more than 12,000,000 homes annually to demonstrate the household utility line of brushes made by the Fuller Brush Company of Hartford. And more than 10,000,000 householders are regular repeat customers of these men and the largest brush manufacturing establishment in the world, now in its 31st year.

The Seed is Planted

The story behind the business often told to Fuller dealers and within the city of Hartford, deserves a larger audience in these days of confused thinking when American ideals of business are "slipping anchor" before the storm of criticism launched by self-seeking politicians and agitators.

The true situation was aptly stated in an ad recently published by the United States Chamber of Commerce which read, in part: "Agitators may agitate, writers may write and legislators may legislate, But—When better times come, business will bring them. . . . But who gets the food from the farm to the corner grocery? Who makes the clothes you wear? Who took the horseless carriage and made it into a

on a "shoestring" by a typically American man, Alfred C. Fuller. From that "shoestring" "bootstraps" were sprouted by a happy combination of persistent effort and vision on the part of Mr. Fuller and his associates in the office, the factory and "The Fuller Brush Man" in the field, to deliver at a reasonable price the fulfillment of genuine need in the average American home. There was no mystery or so-called genius involved in the process of pulling this business from a \$75 a week, one man affair to a \$15,000,000 sales peak, unless perchance genius in business, after all, is nothing but applied common sense in supplying human wants, which few people, in the aggregate, possess.

Alfred C. Fuller, a farm boy from Nova Scotia had that common sense, as later events have proved, when he landed in Boston at the early age of 18, determined to carve out a good livelihood for himself. He had built no gaudy "castles in the air" about any great future he would carve out, but rather thought only of one thing—finding a job before his \$75 hard earned stake gave out. He found one part-time job, then later one on full-time. Neither of them held out any future—only a frugal livelihood.

Then followed a long search in department stores for a selling job—but youthful Alfred Fuller rang up "no sales" at store employment offices. Then one day he heard that the successors to his brother's brush business (started by an older brother in Somerville who had previously died) wanted a salesman. He tried for the job and got it. Reticent and thus devoid of the usual line of chatter then believed necessary to successful salesmanship, Mr. Fuller started a door-to-door canvass to show brushes to Boston housewives. He talked very little, took plenty of rebuffs, but received a lot of orders from housewives who wanted what he had to sell.

What Alfred Fuller lacked in persuasive eloquence was more than compensated for by his powers of observation—the real foundation of his later



THE "Fuller Brush Man," or dealer as he is now known.

modern automobile? Who developed radios? Who produces all the thousand and one luxuries and necessities that you take for granted today?

"You've guessed it. Business! The man who builds a factory and the man who works there, they do the job.

"Whether you're 'with' business or 'agin' it . . . if you figure to go on living in this century, it's a smart idea to find out which horse to back in the years ahead."

The Fuller Brush Company is a typically American business started



success. First he observed that manufacturers were making brushes from their own standpoint rather than from that of the consumer. The brush industry had accumulated a considerable amount of dry rot because of its antiquity and was making its products in certain ways because they had always been made that way. They represented suggestions brought in by salesmen which purported to originate from observation of customers' requirements or suggestions.

Next he learned that brushes were very difficult to sell if presented to prospects merely as "just a good line of 'brushes'." He found that when brushes or brooms were presented as cleaning tools especially adapted to a given job, and thus make housework easier, the housewife was more likely to buy.

Discovering that he could make up to \$30 per week by presenting brushes which were not anywhere near as adaptable as they should be for a given purpose, Alfred Fuller determined to go into business for himself—to make brushes properly designed and to sell them by merely demonstrating their adaptability. Judging by subsequent events this idea had remained a "juicy plum" unplucked for centuries on the "common sense tree of knowledge", while brush makers remained slaves to the customary procedure of those veteran brush makers of former years. So, from less than \$500 savings salted away during his first year as a brush salesman, he bought a hand twisting

brush machine for \$15, got some wire and bristles, a big pair of shears for trimming the finished brushes, and began on his own account to make brushes in the basement of his sister's home in Somerville, Mass. During the mornings he canvassed house-to-house selling from samples, and in the afternoon and evening made the brushes



TWISTING, the first and most important operation in the production of Fuller Brushes.

according to the desires of the housewives who had given him the orders. At the start Mr. Fuller had no settled ideas about the kind of brushes he ought to make. After making up his own orders he delivered them personally to customers.

Present Business Launched in Hartford

Within four months after starting his basement business, Mr. Fuller selected Hartford as a better base for his business since the Connecticut area, according to his information,

INDUSTRIAL brush and wet mop in action in the schoolroom. Fuller's line of industrial cleaning tools runs the gamut of need in this field for factory, business, public buildings, schools or city sidewalk or street cleaning.

was practically virgin territory insofar as house-to-house brush selling was concerned. Renting space for \$11 per month in a shed adjoining a storage warehouse at 78 Park Street and taking a furnished room nearby, Mr. Fuller started operations in Hartford in April 1906. Within a few weeks his business grew to such an extent that it was necessary for him to hire a man to make the brushes so that he could devote more of his time to selling. Despite more additional help hired a short time afterwards he continued to fill the jobs of factory superintendent, shipping clerk, inventor and general salesman until 1910. In that year he had six men in the factory and 25 agents in the field, and did a \$20,000 business—sufficient to outgrow the plant at 78 Park Street.

The business for the first few years was built by Mr. Fuller's sales contacts in New England cities and towns as well as those in the Middle Atlantic states. He would work a section for a while and upon leaving the territory appoint a local agent. Advertising in local papers brought in recruits for him to interview at night. Thus both his days and nights were spent in selling brushes and ideas respectively. Although he had been able to hire a considerable number of agents by adding one in each territory covered, it was not until he placed a small ad for salesmen in a national magazine that the business began to grow by leaps and bounds. Mail came in bunches from those who wanted to

sell his brushes, thus forcing Mr. Fuller to hire office help.

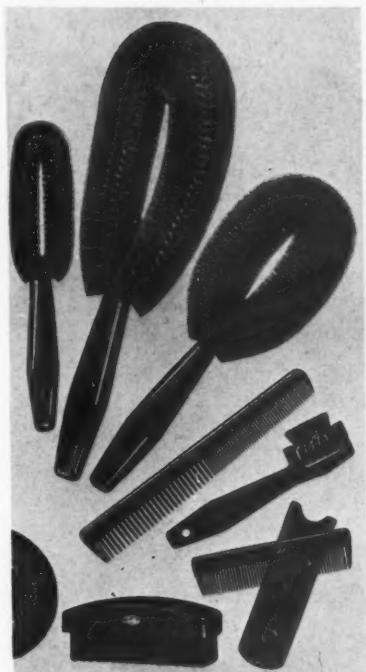
By 1911 the business had outgrown two small locations and was rapidly bursting bounds in the third. Mr. Fuller then began to realize the full significance of his opportunity—the unlimited field that lay before him and the difficulties entailed in covering it properly. To make further progress he began at once to build a real sales organization of the right type of men. A large number of college men were hired during the summer of 1913 and thereafter the selling organization soon became an active force, doing as much in one month as Mr. Fuller had previously done in one year.

The Business Incorporated

After the business was incorporated in 1913 with \$50,000 capital, Mr. Fuller decided to devote his entire time to keeping the manufacture and distribution up to the mark and to give the salesmen the benefit of his wide experience. Thereafter from 1913 to 1921 the business grew so rapidly that several expansions were required at the Hoadley Place plant, and additional space was taken up to 125,000 square feet on Union Place, Allyn Street, Asylum Street and in the Colt's Patent Fire Arms Mfg. Company plant. Some idea of the difficulties of doing business in such a widely scattered group of buildings may be gained by tracing the routing of a wet mop made at Colt's. It was first sent to the Hartford distributing station for shipment, while the order traveled first to offices in the Overland Building on Asylum Street, and then to the distributing station.

These manufacturing handling difficulties together with the continued growth of the business prompted the Fuller Brush Company to buy 20 acres of land on Windsor Avenue in April 1922, and within the next year to complete one of the most modern manufacturing plants of its kind in the world, with a total floor space of 160,000 sq. ft. With the completion of the factory late in 1923, the Fuller Brush Company plant became the largest establishment in the world devoted entirely to the manufacture and distribution of household and personal

MILES of wire, 5,411 of them in the Fuller warehouse waiting to be cut into proper lengths for use in making brushes.



DISPLAY of Fuller brushes and combs for men. Several others including hair brushes are also made to give man that sleek, well groomed look.

brushes. From 1912 through the year 1922 the volume of business had increased from \$129,973 annually to \$11,452,373, and advertising appro-

priations had jumped from \$2,500 in 1914 to \$434,871 in 1922. Meantime the company had established over 200 offices with around 5,000 dealers in all parts of the United States, Canada and the West Indies.

Description of Plant

On the ground floor of the plant is located the company's warehouse where raw material, is stored. Also on the same floor are located the receiving department, where both motor trucks and freight cars may be unloaded, a machine shop where practically all of the machinery used in the building is designed, and the sterilization department, where all the hair and bristles are subjected to a pressure of 17 pounds to the square inch at a temperature of 250 degrees Fahrenheit in an enclosed chamber for a period of nearly 2 hours. After withdrawing the pressure of 900 pounds of steam, the practical vacuum remaining is held for nearly one hour, thus removing all remaining moisture. These operations insure complete sanitation of all hair and bristles in manufacturing Fuller brushes. Also on the ground floor is the recently developed wet mop machine which turns out from raw material, automatically, 700 mops per hour. This machine pulls in strip steel from a roll on one side, gradually folding it over until it becomes a channel into which a wire is automatically fed, and cut off to become a retainer for the cotton strands, also automatically fed in and fastened.





On the upper floors are the manufacturing departments where brooms, brushes, dry mops and dusters are produced. At lunch time employees may use the company's cafeteria on the second floor. On the second floor is also located the company's inspection department where every Fuller brush is closely examined for defective material or workmanship.

The top floor of the building is devoted to general office space with the executive offices. A portion of the printing department where type is set and a few small presses operated is also located at the north end of the top floor. The other section of the printing department, with one large press capable of running two colors at one time and also a large number of other smaller cylinder presses, are operated in the new \$40,000, 96 x 100 ft. single story addition to the northeast portion of the plant. Also in this new addition is housed the industrial sales shipping department which stocks and ships brushes, brooms, mops and polishes for use in factories, institutions and office buildings.

How Production Moves

The Fuller Brush Company utilizes straight line production methods, the raw material being first sterilized before moving through the various production processes in an orderly fashion to the inspection department (via conveyor), and then to the packing and distribution departments. While machine methods have continued to re-

place hand labor through the years, there is still a large amount of hand work to be done, especially in the highly skilled twisting department. Here, in the production of a large number of brushes, skilled twisters are supplied with wires cut to the proper length, and an ample quantity of bristles of the right size. With the dexterity and sense of touch which comes only with experience, these men spread evenly the proper quantity of bristles over the bottom wire. They then fasten the top wire to the bottom at the end and put them in a twisting machine which does the work in a few seconds.

From this principal operation in the manufacture of a brush, each item is passed along for the trimming of the bristles, insertion of handles and then inspection.

On reaching the distribution department certain of the smaller items are packaged and placed on storage shelves, while other larger items remain as they are until finally ordered out. This department is so well organized that shipments are made to each representative within 24 hours after receipt of order.

Other Fuller Plants

In addition to the main plant of the Fuller Brush Company located on what is now known as 3580 Main Street, Hartford (formerly Windsor Avenue), the company owns a small factory on Garden Place, Hartford, where all items known as Fullerex

products, such as combs, trays, brush cleaners, and Fullerex handles for Fuller brushes, are produced. This is known as the Ivory Division. A large plant at Hamilton, Ontario, Canada produces Fuller products for the British Empire.

Industrial Production

For the past 17 years the Fuller Brush Company has been building up a line of Industrial Brushes, either especially designed for specific uses and made to the company's specifications outside, or within its own fac-

LARGE two-color presses in action in the new portion of Fuller's large printing department. These and other smaller presses turn out millions of form letters and illustrated mailing pieces every year for the inspiration of salesmen, customers and prospects.

tory. Broadly speaking, this line has grown to the point where it fills every cleaning need in industry in the way of brushes, brooms, mops and dusters for factories, offices, school houses, churches, and public buildings. It also goes further to include automobile brushes, bakery brushes, bench brushes, bottle brushes, brewery brushes, car washing brushes, dairy brushes, dairy bottle brushes, foundry brushes, machine cleaning brushes, pipe brushes, platers style brushes, radiator brushes, restaurant brushes, textile brushes, window brushes, wire brushes, toilet bowl brushes, industrial brooms, whisk brooms, street and track cleaning brushes and brooms, mops, floor and polishing equipment including polishes and wax.



A LARGE refillable cylindrical brush used in far-off Hawaii to clean pineapples. It is one of an ever-growing number of brushes designed by Fuller engineers to fill special needs in industry.

Still more recently a special industrial division has been created to design large roll brushes for large automobile washing establishments, for the pineapple industry (cleaning of pineapple cores) for the application of designs on linoleum and many other uses never before discovered until a special engineering representative of the Fuller Brush Company uncovered a new possibility and proceeded to design a large machine-type roll brush to execute the job.

Distribution Method

The head of the Fuller Brush Company's distribution system is the "Fuller Brush Man", a competent, courteous dealer with a given territory who is trained in the art of presenting Fuller special purpose brushes to housewives in each territory. His system is practically the same as that employed by Alfred Fuller in his early brush selling days, except that he is identified by a Fuller Brush pin and a card, and also gives as a free sample a small utility brush. He also carries a more comprehensive line of samples as well as a beautifully illustrated catalog showing the various lines of brushes, mops, brooms, polishing cloths, polishes and other accessories sold by the company.

Realizing that no organization could progress faster than the development of prosperity among the men who composed it, Mr. Fuller inaugurated the policy of giving every individual joining the organization his full opportunity for development. He has said repeatedly in many interviews concerning his business:

"I have three principles for dealing with men who are helping me to run the business. First, I want them to have enough income to meet ordinary living expenses. Second, I want them to share in the increased production of their department. Third, I leave them alone. I figure that every man I put in charge of a department can handle that department, perhaps better than I could, so I let him handle it. This keeps me 'unloaded' and free to plan and think."

From the original plan of securing so-called agents through local adver-

FULLER'S most remarkable machine, which is capable of producing 700 wet mops complete every hour automatically from cotton yarn, wire and strip steel. Machine was designed by the company's development department.



ONE of Fuller's most popular items—the swivel handle dry mop in the hands of one of several million satisfied users.

tising and later interviews with Mr. Fuller, dealers were later secured through advertising in national magazines. But to some extent local newspapers are still used. Once appointed a dealer is trained by the branch or field manager under whom he works, through frequent meetings and schools. District and unit managers are kept in touch with the Hartford home office by frequent trips back and forth and by attending school for branch managers at Hartford, and by means of frequent letters and sales folder plans sent out by the company's sales and advertising department.

To one unacquainted with Fuller methods, the millions of pieces of literature passing from the company's printing department at the home office to the branch offices and dealers is almost staggering. Among these pieces of literature are an advance folder, two million of which are printed each month, broadsides for sales promotion, and a house organ, the *Fuller World*, which gives inspirational news items concerning the affairs of the individual dealers in the field. Then there are catalogues, circulars in colors, office forms, dealer forms, etc.

Thus oft-reminded of these principles together with the constant inspiration caused by new sales and merchandising plans worked out at the home office, the Fuller Brush dealer exerts his best efforts, for he knows that from his group promotions are made to the posts of field managers,



branch managers, and unit managers, many of whom have high incomes. He knows further that by exerting his very best efforts under the guidance of his branch manager, who preceded him in the field with a sample case, he will increase his own income as a dealer. The more he does one year, the more likely he is to increase his business for the following year. That is true, because once the "ice is broken" by the purchase of one or more quality special purposes Fuller brushes, his customer is likely to give repeat orders year after year. Orders taken by dealers are mailed weekly directly to the distributing station which serves the territory under which the dealer operates, where they are filled within 24 hours and started on their way back to the territory for personal delivery by the Fuller dealer selling them.

Today the Fuller line for the home includes a large number of sizes and types of hair brushes for men and women, bath brushes, cleaning brushes, tooth brushes, nail brushes, dusters, polishing cloths, floor waxes, dental cream and powder, brooms and mops of various sizes and types. Since the introduction of these first lines came the so-called heavy-duty industrial line for cleaning of stores, restaurants, garages, public buildings, streets, factories, etc., and a specialized industrial line, both of which have been previously mentioned, in part, as to their application.

Advertising Cycle

The gamut of advertising in the Fuller Brush experience ranges from small want ads for dealers in local publications, to want ads in national magazines, promotional national advertising to sell both Fuller brushes and the "Fuller Brush Man" to the American housewife, and industrial brushes. Now that the "Fuller Brush dealer" is well known throughout the nation, advertising is largely confined to specific sales literature distributed personally to housewives by Fuller dealer-salesmen, practically all of which is printed in the company's own printing plant in Hartford. The trade magazines are used to assist in selling the industrial line and occasionally so-called national publications of a general nature are utilized to "high-spot" special methods. In short, the company has merely transferred its advertising dollar from one type of advertising to another during various phases of its growth.

Industrial Sales

Special representatives handle industrial sales exclusively, since the company believes that no one can handle both household and industrial lines at the same time, and do it properly.

Sales engineers handle the specialized line of selling the larger brushes for industrial applications, chiefly used for the cleaning and polishing of products as differentiated between the regular industrial line for the cleaning of equipment, floors, walls, etc. (see illustration of one of these special applications).

Mr. Fuller's Philosophy

After years of experience in dealing with human beings Mr. Fuller says: "Few people have a clear conception of the possibility of human beings." He believes the average man has the capacity for work and thought far ahead of that usually developed or employed. The company has therefore sought to bring to the surface all possible effort and talent. Every man is constantly urged to think hard and further the interest of the company. Men who pass good ideas along are the first to be promoted, and all suggestions from whatever source are welcome and seriously considered.

About accepting suggestions, even of doubtful value, Mr. Fuller says: "A man who instantly quashes an idea because it is trifling or ill-advised, is stamping the mental initiative of the employee who makes it."

By going through with these suggestions employees have a chance to see where their planning processes are wrong. Such methods therefore contribute to straighter thinking.

Although Alfred Fuller believes in giving men responsibility and then leaving them alone, scarcely a day passes without some pertinent sales suggestion being forwarded from the home office to the men in the field. For instance, the suggestion that the men refrain from selling brushes as brushes, but instead, sell them as tools for doing a particular bit of work, has been repeated again and again.

While Mr. Fuller's philosophy of business is saturated 100% with common sense as applied to advice to young men entering business on their own, men's conduct while working for others and the conduct of employers toward employees, our concern here is with the latter.

For instance, in planning the pres-

ent factory, Mr. Fuller showed every consideration for the comfort of his employes (now some 700 in number). Large windows were used which would make the interior bright and cheery at all times. A cafeteria was provided where employees could buy their lunches at very reasonable prices.

Outside the plant, landscape gardeners beautified the grounds with shrubs, plants, flowers and lawns. Recreational facilities were also established, including a baseball diamond, a bocce ground and a space for handball. Lockers, separate wash basins and towels and a rest room were also provided. A Welfare Department devotes its full time to personnel.

Summary

The most important part of the Fuller Brush story, only to be found between the lines, and which ought to be remembered, is the fact that its creation was possible under the American plan of government, for where else could a youth with small funds and no education beyond high school build a one man business to an organization of some 6,000 persons in a period of 31 years, by merely following simple principles of common sense and fair dealing in the merchandising of a needed commodity. There is no mystery about the accomplishment. It was merely persistent application of common sense and intelligent effort, which after all amounts to business genius, so seldom applied in the proper doses by the average man.

As a result of this young man's efforts 201,850 sq. ft. of floor space in one plant and considerably more in two other plants are required to produce a line of brushes, mops, brooms and accessories, sold by more than 4,000 dealers to more than 200 branch offices in the United States, Canada, Great Britain, Ireland, Australia, New Zealand, Continental Europe, Argentine, South Africa and the West Indies. Further this gigantic organization, built through the combined efforts of Alfred C. Fuller and his associates, serves more than 10 million homes annually besides thousands of industries throughout this nation and elsewhere.

The fact that such a large accomplishment became a reality is not only a magnificent tribute to the founder of the Fuller Brush Company, to his associates in the factory and field, but also to the American form of government which permitted the necessary

(Continued on page 23)

BRIDGEPORT

Editor's Note. This article is the first of a new series of articles about industrial cities and towns in Connecticut to be published in *Connecticut Industry*. Once completed, this series should prove a worthy aid to new or old enterprise in selecting a proper Connecticut location. Data was supplied by Bridgeport Chamber of Commerce.

EVERY city has a personality—some distinctive characteristic that sets it apart from other cities and causes it to become known as a "textile town," "boots-and-shoes center," "automobile city," or perhaps as a "wealthy residential suburb," "tourist center" or some other special city attribute.

So Bridgeport has its own distinctive title of "The Industrial Capital of Connecticut" and probably 75% of the replies to the question, "What kind of a town is Bridgeport, Connecticut?" would run something like this: "Oh, that is a big industrial center. The G. E. has a plant there and then there's Singer's, Raybestos, Remington Arms, American Chain, Underwood, and a hundred other big companies like that."

But sometimes the answer to this question would be, "Oh, they call it 'The Park City' and their Seaside Park down there is one of the few parks in the country directly on the ocean. Barnum, the Showman, gave it to the city."

So Bridgeport really has these two seemingly contradictory characteristics: It has the rare combination of a busy growing industrial center linked with pleasant living conditions with abundant opportunities for every type of recreational activity.

Early History

The City of Bridgeport last year celebrated the one hundredth anniversary of its incorporation as a city in June, 1836. This served to focus attention upon the city's phenomenal growth during this one hundred year period for in 1836 the population was less than 3,000 and the 1930 census credited Bridgeport with a population of 146,716. As late as 1890, the population was less than 50,000—which means that in the last forty

years it has, not doubled, but trebled its population.

Nevertheless Bridgeport—which was first known as "Pequonnock" from the Indian settlement here—received its first permanent white settlers in 1639 following a treaty with the Indians made the previous year by representatives of the Colony of Connecticut. At the time of settlement, there were three Indian encampments within the limits of the present city—one on Ash Creek, another at the head of Black Rock inlet, where a stockade and cornfield were also located, and one on the banks of the Pequonnock River. The Indian population is

ing cornfields and gardens of their white neighbors. By 1659 they had been confined to the famous "Golden Hill Reservation" of about eighty acres, in what is now the heart of the downtown area; in 1763 even this remnant of their holdings passed to the ownership of the colonists, being purchased by the latter for thirty bushels of Indian corn and three pounds' worth of blankets.

Bridgeport early became important as a trading center, owing to its location in what was then a rich farming region, and because of its excellent harbor. It was the chief port of outlet for the region lying between Stam-



AIR View of Bridgeport, Connecticut.

thought to have been between five and seven hundred.

In 1701, the name of the settlement was changed to Stratfield—a combination of "Stratford" and "Fairfield"—and in 1800 it became a borough of the town of Stratford, the first borough in the State.

The first century of Bridgeport's history is the familiar story of frontier settlement—dangers, hardships and privations, but also the spice of adventure and the zest of carving a new nation out of the wilderness. The Indians, thoroughly cowed by their terrible losses in the Pequot War of 1637, were generally friendly, except for occasional forays upon the tempt-

ford and New Haven on the Sound and extending into Massachusetts on the north. When the industrial era arrived, these same advantages, combined with its nearness to the New York market, encouraged the manufacturers of a century ago to locate here.

The Industrial Capital of Connecticut

Bridgeport, the county seat of Fairfield County, is the 54th city in size in the United States and is the third city in the State in population, the 1930 census giving the population of the City as 146,716. It is unquestionably, however, the first city in the



BRIDGEPORT Branch of the General Electric Co., largest plant in the area.

State of Connecticut in industrial production and its claim to the title "The Industrial Capital of Connecticut" must go unchallenged. The latest Census of Manufactures, giving figures for the year 1935, gives the following industrial statistics for Bridgeport:

**Bridgeport Industrially (1935
U. S. Census of Manufactures)**

Number of Establishments	356
Wage Earners (Average for the year)	29,490
Wages	\$29,483,480
Cost of materials, containers, fuel and purchased electric energy	
	\$55,894,995
Value of Products	\$121,911,025
Value Added by Manufacture, \$66,016,030	

Bridgeport leads all other Connecticut cities by a substantial margin in number of industrial employees and in value of manufactured products.

What is Made in Bridgeport?

Among the many diversified products made in Bridgeport many are nationally known and advertised products. They include: Electrical supplies, machinery, hardware, sewing machines,

BULLARD Company plant, where the famous Bullard machine tools are made.

ner Brothers Company, American Fabrics Company, Sikorsky Aviation Corporation, McKesson & Robbins, Bay Company, Bassick Co., Bullard Company, Bryant Electric Company, Crane Company, Consolidated Ashcroft Hancock Co., Saltex Looms, American Chain Company, E. I. duPont de Nemours & Co., Jenkins Bros., Sprague Meter Co.

Bridgeport's Industrial History

How did Bridgeport develop her industrial supremacy? It is of interest to trace the historical background of many Bridgeport industries. Not a few basic industries had their birthplace in this general area.

In Bishop's History of Manufactures he quotes census figures for 1860, devoting a page to Bridgeport's industrial activities,—and this is especially significant inasmuch as the population of Bridgeport in 1860 was less than 14,000. At this time the city contained 96 industrial establishments having a capital invested of \$1,466,400 employing 2,196 males and 1,131 females, yielding a product of \$5,622,120. This census states that Bridgeport contained "the largest manufacturer of sewing machines in the United States" and lists 550 male hands as being employed there. 1,000 women were employed in the manufacture of shirts. Bridgeport was a center for fine carriages at this time and 13 plants were engaged in the manufacture of carriages. 408 men were employed in this industry, and many more in plants



making carriage hardware, coach lace, springs and axles, veneers, varnish, wheels, saddlery and harness, felloes, etc. Boots and shoes were made in 14 plants. Practically all the female labor was employed in the manufacture of shirts, and this was one of Bridgeport's basic industries attracted here by the "soft" water obtainable near the Golden Hill Indian Reservation. All this before the Civil War!

History of Various Industries in Bridgeport

Connecticut, as a state, has always held the lead as the home of highly skilled workmen. The Naugatuck Valley is the home of the first brass companies and it produces a large percentage of the brass and copper products used in this country. Even as early as 1812 the brass industry had started in the Naugatuck Valley. In 1863 the Bridgeport Brass Company was organized and has grown from a few small buildings to a large plant covering several acres—with even greater expansion plans mapped out for the future.

Machinery and Machine Tools. So, too, with the machine tool industry. The machine tool industry in America originated in Connecticut and the original experiment and final achievement of the standard manufacture of interchangeable parts was accomplished by Connecticut builders of arms and machinery. The pioneers of machine work in Bridgeport were those early machine shops of the Pacific Iron Works, Walter Brothers, and the Crescent Machine Tool Company.



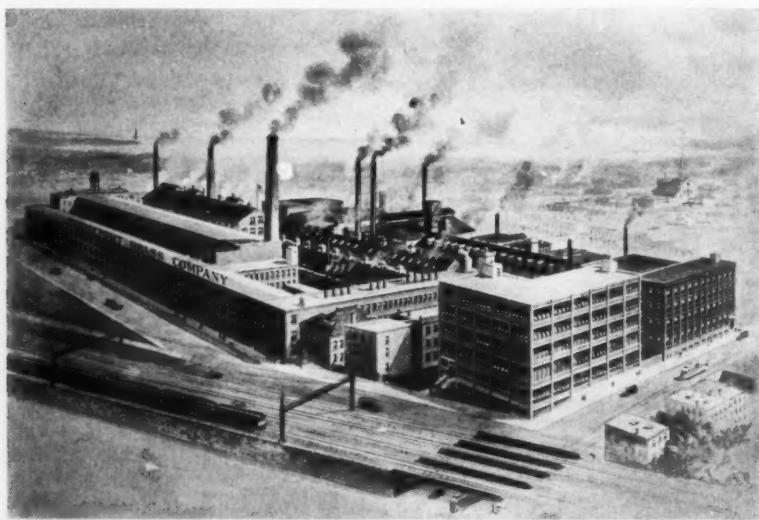
CENTRAL High School, Bridgeport, one of 3 senior high schools in the city. There are also 4 junior high schools, 1 normal school, 37 elementary, 1 trade and 12 parochial schools in the city.

These were later followed by the Follett Company, A. D. Laws, and the Bridgeport Iron Works. The heads of these companies in many instances received their training in Connecticut's earliest shops and brought with them to Bridgeport that remarkable skill and zeal which provided the impetus for Bridgeport's rise and present standing in the machinery field.

But not all of these men were ma-

chine tool builders. The business of these earlier companies ran largely to jobbing and the construction of special machines. The standard manufacture of a regular line of machine tools dates back to the later seventies at which time the Walter Brothers were turning out a very creditable planer. Just prior to 1880 Mr. E. P. Bullard, then a machinery dealer in New York City, approached Mr. Laws of Bridgeport with the proposition that he undertake the building of heavy lathes to Mr. Bullard's design. Mr. Bullard found it necessary to underwrite the greater part of the finances involved and consequently in 1880 established the Bridgeport Machine Tool Works of which he was proprietor.

Walter Planers, Bullard Lathes and later Bullard Boring Mills were the early products which established excellent records. In later years, however, other lines of machine tools were attracted to the city by its reputation for quality products. Additional organizations also sprang up prompted by those men who were endowed with sufficient ambition to leave the workman's bench and start out for themselves. Bridgeport today numbers among its prominent industries one of the largest builders of high grade machine tools, The Bullard Company, whose multiple spindle quantity production machine, the Mult-Au-Matic,



EAST Main Street plant of the Bridgeport Brass Co. prior to start of its recently inaugurated \$4,000,000 expansion program.



turned out 40,000,000 Military Rifle Cartridges weekly in addition to a large amount of commercial work. Remington Arms-Union Metallic Cartridge Company products were supplied in vast quantities to the United States, England, France, Belgium, Russia and Siberia. The floor space of the Bridgeport factory before the war was 16 acres. This was increased to 40 acres and the number of buildings was increased from 143 to 313. Dropping back to a peace-time basis, the Remington Arms Company is still one of Bridgeport's largest industries and has added the manufacture of fine cutlery to its products.

STATUE of P. T. Barnum at Seaside Park, showing seawall drive along Long Island Sound.

has revolutionized manufacturing processes in many industries and is largely responsible for the production of automobile parts in large quantities at such extremely low costs that it may claim a prominent place as an economy factor which makes motor cars available to the general public at low prices.

Electric Wiring Specialties. In 1888 the first factory making electrical wiring devices was started in a small room in one of the downtown factories. This was the Bryant Electric Company. A few small factories started about 1890 and in the latter part of the nineties a second factory, namely Harvey Hubbell, Inc., became a prominent industry in the city. These early establishments prospered and grew, attracting to the city enterprises upon which they depended for supplies.

In 1920 the General Electric Company purchased the Arms Division of the Remington Arms Company which had been built during the World War, and moved its wiring supplies division here from Schenectady. This branch of the General Electric Company has grown until the plant employs more than any other Bridgeport factory.

At the present time, electrical appliances constitute Bridgeport's biggest industry.

Ammunition and Firearms. In 1854 Mr. Marcellus Hartley started the

manufacture of ammunition in South Coventry, and moved this plant to Bridgeport in 1867. This was the Union Metallic Cartridge Company, now the Remington Arms Company. There followed many important changes and inventions which have many times revolutionized this industry. At the opening of the World War, the local plant employed 2500 hands. Their work was largely the production of sporting ammunition, with a few military cartridges for some of the smaller Southern Republics. In the year 1918 the local plant employed 12,000 and the company's plants

Sewing Machines. In 1847, one year after Elias Howe secured a patent on a sewing machine, Allen B. Wilson started inventing another machine. Numerous changes perfected this machine and attracted the attention of a mechanic, Nathaniel Wheeler, who secured the manufacturing rights. In 1853 the Wheeler & Wilson Manufacturing Company organized under the laws of Connecticut with a capital of \$160,000. This company started business in Watertown, Connecticut, but three years later in 1856 moved from Watertown



BRIDGEPORT plant of the Raybestos Division, Raybestos Manhattan, Inc. Another large plant is located at Stratford, a suburb of Bridgeport.

to Bridgeport and soon after their establishment here produced 25 machines a day, this being the first real production of sewing machines in this country. In 1907 the Singer Sewing Machine Company bought the Wheeler & Wilson Manufacturing Company and Singer machines now find their way to every corner of the globe.

Corsets. The Warner Brothers Company, the oldest firm manufacturing corsets, started business in 1874 in McGrawville, New York. Their product at that time was known as Dr. Warner's Sanitary Corset. In 1876 the establishment was moved to Bridgeport. The original factory was a four story building. Later several other corset companies started business here between the period 1876 and 1910—among them the George C. Batcheller Company, LaResista Corset Company, Crown Corset Company. At the present time, Bridgeport plants manufacturing corsets are again very busy.

Valves and Pipe Fittings. In 1875 the firm of Eaton, Cole and Burnham was formed, acquiring the property and rights of Belknap and Burnham Company which had started the manufacture of brass goods for steam, water and gas in 1864 in a small shop on Cannon Street. In 1902 the Crane Company of Chicago purchased Eaton, Cole and Burnham and enlarged the plant at South Avenue. In 1920 the Main Street plant was sold to Jenkins

AIRPLANE view of Remington Arms Co. plant with property surrounding the plant blocked out.

Brothers, where they now manufacture brass valves.

Graphophones and Records. Bridgeport has had an important part in the growth of the phonograph industry. The American Graphophone Company, later the Columbia Graphophone Company, secured the basic patents of Alexander Graham Bell and Charles Sumner Tainter for a machine to mechanically reproduce the voice. The company became the pioneers and leaders in the phonograph industry, developing and exploiting these fundamental patents. At one time the local plant had a production capacity of 5,400 graphophones and 290,000 records a day.

At the present time, with the revival of interest in fine records and

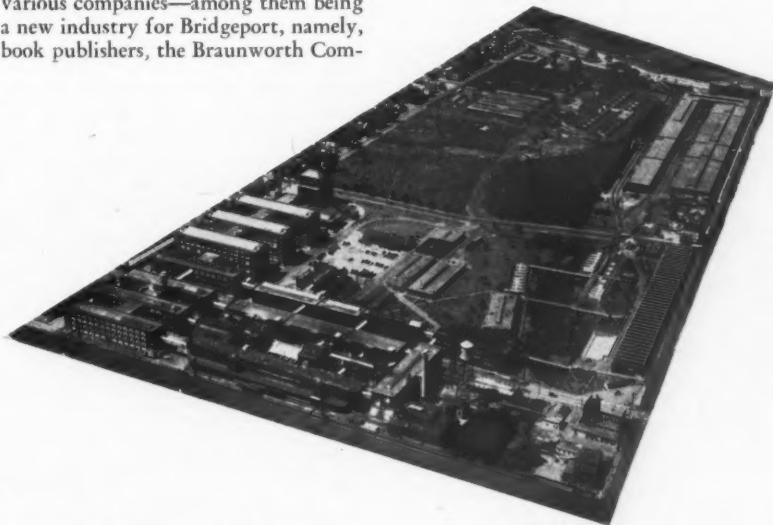
victrolas, the local plant, taken over recently by the American Record Company is again of importance amongst the industries of the city.

Other Companies. Other than the brief history already given of certain well-established industries, many of which had their original beginnings in or near Bridgeport, it is of course not possible in an article of this kind to mention the history of many of Bridgeport's very important plants. Many changes have taken place over a period of time. For instance, the Locomobile Company in the early nineties, was one of Bridgeport's major industries but has passed entirely out of the picture, and these buildings once turning out high-class automobiles are now sublet at the present time to various companies—among them being a new industry for Bridgeport, namely, book publishers, the Braunworth Com-

other very important line was added to the industrial picture of the Bridgeport area. Other important companies which play a major part in Bridgeport's set-up are: The American Chain Company, American Fabrics Company, the Saltex Looms, the Consolidated Ashcroft Hancock Company, the Bead Chain Mfg. Co., the Armstrong Mfg. Co., the Sprague Meter Company. These and a hundred others deserve detailed mention, but space will not permit. It can all be summed up in the title, "The Industrial Capital of Connecticut."

What of Other Phases of the City?

The Park City. Bridgeport can also substantiate its claim to the older title by which it has been known for a



pany. Modern office devices have been responsible for three more large plants—Underwood Elliott Fisher Company, Remington Rand Company, and Dictaphone Corporation. The Raybestos Company, now the Raybestos-Manhattan, with large plants in Bridgeport and Stratford, is now another outstanding Bridgeport industry. Large hardware and cutlery companies—among them the Acme Shear, Bassick Company, and Bridgeport Hardware Mfg. Corp.—form another distinct line of manufacture. Recent arrivals—McKesson & Robbins and the Bay Company—have added the line of drugs and pharmaceutical specialties. The American Tube and Stamping Division of the Stanley Works produces steel sheets, rods and tubing. With the beginning of production at the new plant of the Sikorsky Aircraft Corporation on July 1, 1929, still an-

great many years of "The Park City." Over a thousand acres are devoted to park and recreational fields. Due to the generosity and foresight of P. T. Barnum, the Great Showman, the nucleus of the present beautiful Seaside Park was acquired. Beardsley Park, Fairchild Wheeler Park, Pleasure Beach, and other smaller parks and playgrounds located in various sections of the city provide opportunities for every variety of recreational activities.

Retail. In Bridgeport's metropolitan retail area, served by retail stores in their regular scheduled deliveries, is a population in excess of 385,000. This area covers 510 square miles which is but 10% of the entire land area of Connecticut, but in this 10% of the area of the State is included 24% of

(Continued on page 15)

CO-OPERATIVE MOVEMENT POINTS A FINGER TO MANUFACTURERS' PROFITS

By JOHN B. FAIRBAIRN

Editor's Note. In this article, Mr. Fairbairn, owner of a Hartford advertising agency, directs the searchlight of common sense upon the consumer cooperative vs. advertising controversy.

WHENEVER a new "ism" fires this country, its followers hail it as the one movement capable of saving us from ruin, while its opponents deride it as feather-brained foolishness. Soon both sides are lost in hot debate, their eyes blinded by emotion. Few persons stand dispassionately by on the sidelines and calmly try to find the causes producing this battle of words, then proceed to discover in those causes some idea that may be turned to profit. Yet a dispassionate position can probably be assumed by the average manufacturer (who usually stands to gain or lose but little whichever side wins) when considering one of our current "isms"—the consumer co-operative movement.

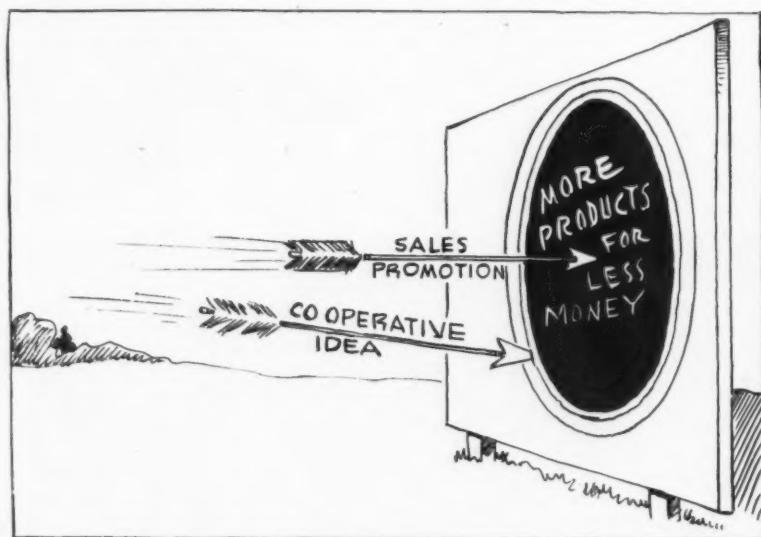
Most of us first became conscious of this movement when we read Stuart Chase or the book about the guinea pigs. Then came our first reading of a Consumer's Research report—perhaps with a feeling the report was unfair when describing some product whose sale supported our own livelihood, but turning eagerly to the page telling which radio or automobile oil is best.

Oddly enough, this very first reaction of ours is an important fact. It throws some light on the co-operative movement. When we considered what Consumer's Research had to say about our own product (whether we manufactured it, financed it, or labored at making it) we reacted as producers. When we read what was said about another man's product we reacted as consumers. In so doing we revealed our dual nature. Every man is both producer and consumer, both salesman and purchasing agent. Whatever a man's great interests in the success of a particular industry or enterprise, that same man is concerned about what he spends to meet his family's living expenses.

It is this dual nature of the individual man that we are likely to lose sight of, when considering the consumer co-operative movement. Regardless of whether that movement is a panacea of our economic ills or the wrecker of our distribution system, in the last analysis it is an effort on the part of consumers to buy as cheaply as possible. And what is strange about that? Ever since our Stone Age ancestors commenced to barter, buyers and sellers have dickered until striking a mutually satisfactory bargain. Even when you consider all the uncomplimentary things said by the co-op advocates about manufacturers, our prices, our selling and advertising methods, don't all these arguments finally resolve themselves into the

isolated for our examination and study.

Let us see what may be learned from examining this movement. The most prominent characteristic about it is the attack being made by the scientific-minded boys upon prices—particularly the prices of proprietaries and specialties. These critics gleefully point at the very wide margin between the cost of material and labor entering these articles and their retail selling prices. They explain the margin by showing it is needed for selling and advertising expense. But to them such expense is absolutely waste. They would eliminate the waste by scientific buying on the part of the consumer—and along comes the co-op saying that here is the means of doing



buyer's half of a dickering dialogue?

Examining agitation for the co-ops and for more scientific buying we find merely an exaggerated emphasis upon the buyer's point of view. We find what might almost be called a fanaticism insisting upon looking at things only as the consumer sees them. Strangely enough, this is very fortunate to us as manufacturers. Here we have the consumer viewpoint, amputated from man's dual nature, and

such buying. Yet while such reasoning is logical it blindfolds itself to pertinent facts.

What do the scientific-minded boys overlook? We can soon find out by examining the histories of two products, one a proprietary and the other a specialty. Suppose we start with the case of "aspirin." For many years druggists have carried in their back rooms a whitish powder. It had the property of numbing throat soreness

and alleviating headaches. Sometimes physicians prescribed it—particularly after a tonsillectomy. But unless you knew your Latin and your chemistry, and could read the doctor's writing, you probably never ordered the powder again, even though you did suspect it might help your throat or your head. Furthermore, few healthy adults are so babyish that they would go into a drug store and whimper, "Please, Mr. Druggist, can't you give me something to relieve this little headache?" So the whitish powder was sold in but small quantities. Then along came a Frenchman with an idea. He made the powder into pills, packaged them, and with advertising told the public what they would do for heavy heads, head colds and sore throats. True, telling the public cost money, that had to be paid out of the price of "aspirin," but this promotional activity—this so-called "waste"—gave the public something new, and badly wanted; a new use and a new market had been created. Such markets cannot be created by scientific activity. You cannot induce a woman to buy quantities of a new pill, without talking to her about it, and since many retailers are not natural-born salesmen the talking requires time and money.

It seems that though the scientific boys may continue to yell "waste," we shall have to continue spending money to promote new products. Until the entire nation goes around wearing Bachelor of Science degrees, it is unlikely that consumers will beat a path "through the woods to the door of the man making the better mouse-trap."

So far the contributions of the consumer movement seem to be negative. Now let's look at some which are positive. After the attack on prices, we are next impressed by the scientific research to determine the relative merits of products. Here we have something we can use as manufacturers. If the consumer is to investigate scientifically those products offered the market, why shouldn't the manufacturer use the same methods to investigate the market and learn what needs it is possible to fill, and at what prices a new product would sell?

And this is just what many manufacturers have long been doing. Some time ago an electrical manufacturer wished to introduce a new iron. This happened to be a better engineered

iron, and a more convenient iron. The manufacturer put it on sale in one city, under a name nobody would recognize. Six months later he sent investigators to call upon all purchasers of that iron. Reports soon came back showing housewives bought the iron, not because it was intrinsically better, but because it had an extremely convenient switch. Consequently, though this manufacturer believes that building value into his products pays best in the long run, he proceeded to advertise the iron nationally upon the appeal of the convenient switch.

Here are scientific methods used by the producer with the same effectiveness as by the consumer. Such methods were developed by men like Starch, Eastman, Mann, Gallup and popularized by men like Goode and Hoyt. The library shelves are full of books describing methods to use in pre-determining what goods will sell, in which territories, in what amounts, at what prices, upon which appeals. All that remains to be done by the manufacturer's sales manager not now using these methods is to dig into the subject.

BRIDGEPORT

(Continued from page 13)

the population of the State, 23.7% of the automobile registrations, and 22.9% of the banking resources of the State—clearly showing the importance and wealth of the immediate Bridgeport suburban area.

General Characteristics

A Virile City. Bridgeport's rebound from depression has been almost phenomenal. Since the low year of 1932, industrial and commercial payrolls have increased over 80% and are rapidly approaching the peak of 1929. Postal receipts and electrical consumption have already passed the 1929 high point.

Banks. Bridgeport's commercial and savings banks have combined total deposits of \$131,509,000 and total resources of \$146,658,000 (Rand, McNally's Bankers' Directory, 1936).

Buying Power. According to the 1930 Census, 29.5% of Bridgeport's 35,807 families owned their own

homes. The industrial population consists of a high percentage of skilled and semi-skilled operators. The 1930 census records that 20,938 out of the 35,807 families, or 58.5%, had radio sets.

What of Schools, Libraries, Churches, etc.? All cities have schools, libraries and churches—hotels, hospitals, and theatres. Bridgeport is especially proud, however, of the fine educational system with 37 elementary, 1 normal, 4 junior and 3 senior high schools (which is supplemented by 12 parochial, 1 trade school, and 3 private schools); of the splendid library system, outstanding in the country, with its fine modern central library and six branches and an annual circulation of a million and a half, and with a technical department of over 23,000 volumes, a particularly valuable business aid in an industrial city; of the churches of every denomination, many of them of exceptional beauty; of the efficient health department which is largely responsible for Bridgeport's splendid health record. Bridgeport's many excellent hotels insure adequate and comfortable hotel accommodations. The city's twenty-four theatres have a total seating capacity of over 34,000.

Scenic Attractions. Not only is Bridgeport's water-borne commerce large and important (a tonnage of 1,268,659 valued at \$43,655,460 in 1935), but the city's location on Long Island Sound furnishes one of its greatest natural attractions. Long Island Sound is fourteen miles wide at this point and the expanse of blue sea lying at Bridgeport's front door is one of her assets that inland cities may well envy. The Fairfield, Stratford and Milford beaches are all in the immediate vicinity of Bridgeport—and no finer beaches can be found on Long Island Sound.

A ten minutes' ride from the center of the city brings one to real "country"—a series of rolling hills immediately back of the city affording splendid views of typical Connecticut landscape. Several gorges of this wooded area have been made into storage reservoirs by the local water company and are of unusual beauty.

Bridgeport's favorable location permits exceptionally fine golf and yacht clubs which add to the excellent recreational facilities available to Bridgeport residents.

SERVICES AT YOUR DOOR

An alphabetical list of accessible services recommended to Connecticut Industry readers

BAKER, GOODYEAR & CO.
Accountants & Engineers
Trust Company Building
New Haven Conn.
L. B. Baker, C.P.A., Manager

Keeping Ahead on Quality!
Fritzell Foundry & Casting Co.
Brass, Bronze and Aluminum
Castings
Tel. 8-6996 New Haven, Conn.

*Rates for this space
exceptionally low*

COAL
T. A. D. JONES & CO., INC.
24 hour service to Connecticut
Industries
New Haven — Bridgeport

*Ask about rates for one or
more of these spaces.*

DIESEL ENGINES
WOLVERINE MOTOR
WORKS, INC.
6 Union Ave. Bridgeport
ENGRAVERS
DOWD, WYLLIE & OLSON
Advertising Art &
Photo Engraving
106 Ann St. Hartford
CURTIS 1000 INC.
"Good Envelopes Plus Ideas"
342 Capitol Ave. Hartford, Conn.
Phone 2-1125

FENCING
THE JOHN P. SMITH CO.
Distributors for Page fence.
Manufacturers of Wire Cloth,
433 Chapel St. New Haven

*Ask about rates for one or
more of these spaces.*

**THE HENRY SOUTHER
ENGINEERING CO.**
Engineering & Chemical
Service
Research Facilities for
Industry

Hartford, Conn.

L. HERES DE WYK & SON
Consulting Engineers
Designers of Machinery for the
Metal, Rubber and Bakelite
Industry

Tel. 784-W Ansonia, Conn.

INSURANCE
AMERICAN MUTUAL
LIABILITY INS. CO.
Workmen's Compensation Ins.
Boston - Bridgeport - Hartford

**PLATERS SUPPLIES—
CHEMICALS**
**APOTHECARIES HALL
COMPANY**
Established 1849
WATERBURY, CONN.

*Rates for this space
exceptionally low*

PRINTERS
THE CASE, LOCKWOOD &
BRAINARD CO.
Printers and Binders
Trumbull St., Hartford

RECORDING INSTRUMENTS
THE BRISTOL COMPANY
Recording and Controlling
Instruments
Waterbury — Connecticut

TRANSPORTATION
AMERICAN-HAWAIIAN
STEAMSHIP CO.
Coast-to-Coast Freight Service
New York — Boston

**DOLLAR STEAMSHIP LINES
INC., LTD.**
Inter-coastal—Far-East and
Mediterranean freight steamer
Service
New York Boston

*Ask about rates for one or
more of these spaces.*

• • • Listing

Copy for listing in this department
must be received by the 15th of
the month for publication in the
succeeding month's issue. We re-
serve the right to refuse any listing.

FOX'S FEATURE CONNECTICUT PRODUCTS

BETWEEN the dates of April 19 and April 30, G. Fox and Company, of Hartford, Connecticut's largest department store and the outstanding department store between New York and Boston, dramatized Connecticut-made products from its show windows throughout every department. Emphasizing the magnitude and variety of



A FEW of the displays at G. Fox & Company from April 19-30. Above—Products made by Herco Art Lamp Co. and J. W. Maskell Studios, Meriden, Steele & Johnson, Waterbury, and the Greist Mfg. Co., New Haven. Center—Products of Landers, Frary & Clark, New Britain. Below—International Silver Company display, Meriden.



Connecticut industries to a greater degree than any exhibit ever staged by a Connecticut merchandising establishment, the display showed items ranging from pins to submarines, and included products manufactured by more than 50 concerns in the state.

Connecticut-made products shown were not limited entirely to those sold to the retail trade, but instead included interesting antiques and art objects, showing the great progress which has been made in various lines of industry. Conceived as an educational program, Fox's representatives invited teachers, students, business men, and women to visit its store in order to become better acquainted with the widely diversified and unique specialty lines produced in Connecticut,—the 12th ranking state in the manufacturing industry of the country.

In the words of G. Fox and Company's employees' magazine "Go-Getter" of Friday, April 16th:

"The list of Connecticut products means business—skilled, highly diversified, dynamic. G. Fox and Company is sensitive to this business. Success for Connecticut manufacturers, Connecticut designers, Connecticut draftsmen,

means success for the Connecticut retailer. . . .

We like to buy Connecticut merchandise. Not all of it, naturally—what would our customers do with a marine boiler or a bit of cold drawn steel, for example? But Connecticut produces much that is grist for our mill. In order to present the picture dramatically, to convince our customers of the high quality of the hundreds of products which bear our Connecticut-made imprint, every section of the store from April 19 to April 30 will feature special displays of Connecticut-made merchandise. . . ."

The store's publicity featured the fact that more than 250,000 men and women are employed in the approximately 3,000 manufacturing plants in the state, and that Connecticut's annual industrial payrolls approximate \$320,000,000 and an annual production around one and one-half billion dollars. To dramatize Fox's slogan for the exhibit period—"From Pins to Submarines," an exhibit of needles and pins was shown together with a model submarine, the latter from the Electric Boat Company, Groton. From the United Aircraft Corporation came one of the largest airplane engines which was shown in Fox's front window, with sections cut away so that the operation of the engine could be easily understood. Historic old clocks and

(Continued on page 27)



NEWS FORUM

Receivership Ends for National Marine Lamp Company. An order for the dissolution of the receivership of the National Marine Lamp Company of Bristol has recently been made by Judge Frank P. McEvoy of the Superior Court. Since the Bristol Bank & Trust Company was appointed receiver in 1930, the company's equipment has been sold and the wooden factory building torn down, with only the land factory site in Forestville remaining.

Disposition of the net balance on hand was made by an allowance of \$300 to the receiver for services and \$159.77 to Counsel W. J. Malone.

* * *

Chase Plants to Close in July. Notices were posted in all offices and plants of the Chase Brass and Copper Company on April 29 announcing that the company would close all its plants during the week of July 4, which will permit all employees of the company both in the factory and offices to receive one week's vacation with pay at the same time.

* * *

Whipple Celebrates Eighty-First Birthday. Frank H. Whipple, president of Olds and Whipple, Inc., of Hartford, celebrated his eighty-first birthday, Friday, April 23, by working at his desk, which was filled with flowers by his associates.

For more than 50 years, Mr. Whipple has been continuously engaged in the fertilizer business.

* * *

Moody Accepts Hat Position. Joseph E. Moody, secretary of the Manufacturers' Association of Hartford County for the past six years, resigned his position in April to accept a posi-

tion with the Hat Corporation of America, Inc., at South Norwalk. In his new position, entered May 1, Mr. Moody became assistant to the works manager in charge of personnel relations.

In announcing the acceptance of Mr. Moody's resignation by the board of managers of the Association, Mr. Cornelius said: "The action was taken with the deepest regret, but with every good wish for his success in a wider field of opportunity."

* * *

C. B. Cook Twice Honored in April. Charles B. Cook, vice president of the Royal Typewriter Company received twin honors during the month of April. He was named a director of the Phoenix State Bank and



Trust Company to succeed Carl F. Sturhahn, resigned, and was lauded with both words and gifts on the eve of his thirtieth anniversary with the Royal Typewriter Company by that concern's Foremen's Club, Wednesday evening, April 21.

Besides receiving high tribute from Superintendent B. J. Dowd as to his high standing in the eyes of the company employees, Mr. Cook was the recipient of a lounging chair purchased by the Foremen's Club and presented by its president, A. A. MacKay, a gold belt buckle and necktie clasp from the superintendent in behalf of the company, and a huge anniversary cake

presented by Frank Harrington, manager of the cafeteria.

In his natural democratic manner, Mr. Cook told the 65 foremen attending the dinner that he owed his position to their cooperation.

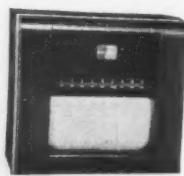
* * *

Fuller Brush Company Increases Wages. A general wage increase covering all employees except department heads and officers, which at the present rate of operations will cost the company \$93,000 annually, was announced April 21 by Alfred C. Fuller, president of Fuller Brush Company. Mr. Fuller states that the increase was made possible by the present increased volume of business, now substantially above that enjoyed some three years ago, and which was thought to result because of a price reduction plan which lowered the prices of Fuller brushes to the consumer approximately one third.

Commenting at the time of the wage increase announcement, Mr. Fuller stated that he wanted every man and woman in the organization to realize that the welfare of the employee and the company depends upon the ability to furnish customers with a product of the highest standard at a reasonable price. It was his view that if employees did everything possible to keep prices very close to the present low level, through efficient work, such prices could be very closely maintained in spite of increased cost of material and the additional expenditure for wages. In making this statement, Mr. Fuller affirmed his belief in the Brookings Institute theory, which holds that the only way to permanent prosperity is through higher wages, while at the same time holding consumer prices down.

PIONEERS IN PROCESS CONTROL SINCE 1889

BRISTOL'S WIDE • STRIP POTENTIOMETER



When Bristol's engineers designed this Wide-Strip Potentiometer, they realized they could not change the law of physics,—either for thermal electromotive force and temperature or for the many other physical relationships which Nature has ordained.

So, Bristol engineers turned their attention and effort to improvements in construction,—to developing a design wherein nothing would be skimped or over-emphasized; yet wherein

strength would be provided wherever strength is needed. Complete information is contained in Catalog 1251 B.

TRADE MARK
BRISTOL'S
REG. U.S. PAT. OFF.
OFFERED AS RESISTANCE THERMOMETER,
PYROMETER, AND AUTOMATIC CONTROLLER

THE BRISTOL COMPANY, WATERBURY, CONNECTICUT

Governor Opens Recreational Display. Governor Cross recently opened the New England recreational display which now occupies the east balcony of Grand Central Terminal, when he pressed a button during the afternoon of April 30 which turned on the flood lights illuminating the exhibit.

In a radio address, Governor Cross invited New Yorkers to visit New England "not merely for rest and recreation" but "to live the year 'round." Said he, further, in part: "There are behind us traditions and customs three centuries old which keep us conservative and independent in our thinking and steady in our habits. Originally an agricultural community, we are now a diversified industrial community also, the one working in cooperation with the other. Wherever you may go, you may see villages still keeping to the old beautiful pattern of our ancestors.

"New England is the home of constitutional government, which in the several States has ever protected the personal rights of all citizens. In New England meet and merge the principles of a long conservative past and the liberal social, educational and governmental ideas of the twentieth century, forming one compact whole. We rarely destroy or let decay our old institutions. We rather aim to build and improve upon the old foundations. This is the New England way."

The exhibit, which has been called an indoor billboard, represents scenes and recreational activities in New England, including an actual racing sloop set against a 30 foot sea background. The exhibit was arranged and set up by the New England Council.

Others present at the exercises besides Governor Cross were: James W. Hook, president of The Geometric Tool Company, New Haven and president of the New England Council; H. S. Palmer, president of the New Haven Railroad; H. W. Dorigan, J. L. Loomis, H. B. Sawyer, A. H. Soaver, C. E. Smith, A. P. Russell, R. L. Pear-

son, Goodrich Murphy and Frank J. Wall, all of the New York, New Haven and Hartford Railroad; W. H. Lodge of the Boston and Maine Railroad; Allerton Brooks of the Southern New England Telephone Company; Francis S. Murphy of the Hartford Times and Willard B. Rogers of the Hotel Bond, Hartford.

Mr. Hook spoke briefly at the exercises, expressing his gratitude to officials of the Grand Central Terminal, the New York Central System and the New Haven Railroad for their donation of space for the exhibit.

* * *

Manchester to Get Two New Firms. The Independent Cloak Company and its subsidiary, the Britainshire Company, women's wear manufacturing concerns, it is understood, will soon move from New Britain to Manchester. It was announced on May 3 that the two firms have leased a building from the Cheney Brothers, and will consolidate operations upon removal to Manchester. The removal from New Britain is said to be necessary, according to Sidney Ellis, president of the Independent Cloak Company, because the owners of the building—Fafnir Bearing Company—desire to take over the premises for their own expanding operations.

The two firms are now employing between 600 and 700 persons.

* * *

Publishers Urge Industry to Tell Story. Edward S. Friendly, of the New York Sun, told members of the American Newspaper Publishers' Association which met on their golden jubilee convention in New York on April 21, that telling and retelling the story of American industry through newspaper advertising was necessary if the American system is to survive. Said he, "the necessity could be impressed upon industry that it is just as important to develop good will and

understanding in the public mind as it is to sell merchandise."



At an earlier session, Senator Bennett Champ Clark, Democrat, Missouri, cautioned the publishers that freedom of the press must be safeguarded as one of the basic rights guaranteed in the first amendment to the Constitution and further denounced President Roosevelt's plan for reorganization of the Supreme Court.

* * *

Credit Men Honor Pratt and Whitney Executive. R. H. Ryan, of Pratt & Whitney Division, Niles-Bement-Pond Company, has been named national vice chairman of the Machinery Manufacturers' Credit Group of the Seventh Credit Congress of Industry, to be held in Chicago, June 20-24 as a part of the 42nd annual convention of the National Association of Credit Men. His appointment was announced by H. E. Kay, Industrial Brownhoist Corporation, on May 7.

* * *

Jacobs Plant to Enlarge Office. The Jacobs Mfg. Company of Hartford now plans to extend its fourth floor offices over the present three-story portion of its building at 2074 Park Street, according to an application filed with the Hartford Building Department, Tuesday, May 4. Estimated cost of the addition is \$5,240. The Industrial Construction Company is reported as the contractor.

* * *

Tax Refund for Stanley Works. The Tax Appropriations Committee of

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the Connecticut General Assembly recently voted an appropriation of \$15,019.13 to be paid to the Stanley Works of New Britain in accordance with a decision of the Supreme Court of Errors for a tax refund of \$14,168.99 plus interest.

The company had paid under protest in 1935 on income of \$720,975 in dividends from three Canadian subsidiaries in which it owned all the stock. Though the dividends had been included in the company's report, the tax was not paid until Tax Commissioner William H. Hackett ruled that the income was taxable.

* * *

Changes Announced at J. B. Williams. Formal consideration of changes in corporate structure and personnel of the J. B. Williams Company of Glastonbury, makers of the famous Williams toilet preparations, will be given at the postponed annual meeting of the stockholders to be held Monday, May 17. Changes in personnel which are to be formally recognized follow: Henry K. W. Welch, president of the company is retiring from active business. It has also been announced that Charles S. Campbell of New Haven, president of the Durham Duplex Razor Company, will become active in the management as a member of the board of directors and will assume the active management of the company. To be associated with him will be Stanley Meek, vice president of the J. Walter Thompson Advertising Agency of New York. Attorney John A. Danaher and Attorney Wilson C. Jaisen are understood to be retiring from the directorate. Sitting on the proposed new board of directors as outlined in the plan recommended to stockholders will be, Messrs. Samuel H. Williams, Edward M. Day, Everett B. Burlburt, Charles S. Campbell, Philip K. Williams, Samuel Meek and Buist M. Anderson.

The proposed plan contemplates an amendment to the articles of association of the company, whereby the present authorized common stock consisting of 100,000 shares of par value of \$10 per share, shall be changed to 100,000 shares of common stock of the par value of \$5.00, exchange of one share of new preferred stock and one share of common stock of the par value of \$5 for each share of common stock now outstanding. The proposed issue of preferred stock, according to the plan, will be entitled to cumulative dividends at the rate of 75 cents per share per annum and shall

share equally with the common stock in additional dividends after the common stock has received dividends at the rate of 75 cents per share; upon the involuntary dissolution of the company the preferred stock shall be entitled to receive \$17.50 per share, and upon the voluntary dissolution of the company \$25 per share; and after the common stockholders have received similar amounts the preferred stock shall be entitled to receive additional distributions at the same rate per share as the common stock. The whole or any part of such preferred stock may be called at any time upon payment of \$25 per share, and no voting privileges shall attach to such preferred stock unless default has been made in the payment of six quarterly dividends.

While the plan does not contemplate any change in the amount of authorized capital stock, it does provide, however, for the exchange of one share of new preferred stock and one share of the new common stock of the par value of \$5 for each share of common stock of the par value of \$10 each not outstanding. The entire plan which was approved by the board of directors and which was explained thoroughly in a letter to stockholders, signed by S. H. Williams, chairman of the Board of Directors, is understood to meet the wishes of Mr. Campbell and his associates because its adoption will give the company a better and more desirable financial capitalization.

* * *

Unionville Plant Destroyed. The Schultz Woodworking Company's factory on Plainville Avenue, Unionville, was burned to the ground in a spectacular blaze shortly before midnight, Friday, May 7. The cause of the fire was undetermined, and the owner, George Schultz, estimated the damage at \$15,000.

While the determined efforts of three fire departments from Plainville, Farmington and Unionville were un-

able to save the factory, they did save the owner's dwelling and the garage-office.

* * *

Hartford - Empire Adds Noted Glass Engineers. The Hartford-Empire Company, nationally famous manufacturers of glass fabricating machinery, announced on May 7 the acquisition of the business of the firm of Bailey and Sharp Company, Hamburg, New York, noted consulting engineers to the glass industry, and association of the acquired company's staff with the Hartford concern. This move is in line with the company's policy of bringing into its organization leading experts in the various branches of the glass industry.

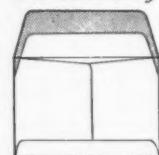
Bailey and Sharp Company took over in 1929 the business begun in 1925 by Donald E. Sharp, president of the firm, and since then has become one of the principal organizations of consulting glass technologists in the country, and for several years associated in that capacity with the Hartford-Empire, whose licenses will

SENDING INTER-OFFICE MAIL



The Old Way

A bulging envelope crammed with papers almost to the bursting point.



The New Way

Our No. 1210 Flat Mailing Envelope for mailing papers flat.

**Write for Samples and Prices
CURTIS 1000 INC.**
342 Capitol Ave. Hartford

WARREN M. BROWN CERTIFIED PUBLIC ACCOUNTANT

SIXTY FOUR PEARL STREET

HARTFORD

CONNECTICUT

now have exclusive benefit of the Bailey and Sharp work.

The four principals of the Bailey and Sharp Company—James Bailey, Donald E. Sharp, Aaron K. Lyle and William Horak—will move to Hartford early this summer, it is understood.

★ ★ ★

Cheney Brothers Get RFC Loan. According to mortgage notes filed in Manchester April 20, Cheney Brothers, silk textile manufacturers, has secured from the RFC a loan of \$1,081,000, carrying an interest rate of five per cent, payable semi-annually, for which the company has given a promissory note to the RFC in the amount of \$1,175,000, secured by mortgages on its Manchester real estate together with a chattel mortgage on machinery and personal property.

According to the terms of the mortgages, Cheney Brothers must repay the RFC as follows: \$100,000 within a year; \$150,000 within two years; \$150,000 within three years; \$175,000 within four years; \$200,000 within five years; and \$400,000 within six years.

Securing of the RFC loan, it is understood, was a plank in the reorganization platform which has been in progress for some time under section 77b of the Federal Bankruptcy Act.

★ ★ ★

Peerless Mill Leaves Rockville. Owners of the Peerless Silk Textile Corporation, Rockville, recently announced they will start immediate removal of their plant to Pawcatuck, R. I., where it will be made a part of their larger mill which they opened there in July, 1936.

The company moved to Rockville from Paterson, N. J., in the fall of 1928, locating in one of the old Rock Manufacturing Company buildings. Later two other buildings were acquired from the same company. The Peerless plant has been employing around 115 persons on two shifts with an annual payroll of about \$130,000.

The owners, Harry and Abe Fine, point out as their reason for moving the lower administrative costs of consolidating their activities.

★ ★ ★

Death of Austin D. Boss. Austin Dunham Boss, 69, former agent of the American Thread Company, died Monday May 10 at his home, 130 Windham Road, Willimantic, after returning a few weeks previous from Florida where he had spent the win-

ter. Mr. Boss had been in ill health for several years previous.

Born in Willimantic he was educated there and at Massachusetts Institute of Technology where he was graduated with honors in 1890 with a mechanical engineering degree. After teaching for a year at MIT and spending three and one-half years as an engineer around Boston, Mr. Boss was appointed manager of the old Morgan Street plant of the Willimantic Linen Company in Hartford. Later he was named superintendent when that concern was merged with the American Thread Company. In 1916, upon the resignation of his father as agent of the company, he succeeded him, retaining that position for three years until ill health forced retirement from active business.

Noted for his philanthropic activities throughout the city of Willimantic, Mr. Boss was a supporter of the YMCA and a member of the Chamber of Commerce, and for 39 years had been affiliated with the First Congregational Church of that city.

He leaves his wife, Fannie (Hatheway) Boss and a sister, Mrs. Frederick C. Frey of San Francisco, California. The funeral was held Thursday, May 13 and burial was made in the old Willimantic cemetery.

★ ★ ★

Labor Office Moves to Asylum Street. Offices of the State Labor Department which have been recently located at Allyn and Trumbull Streets, Hartford, were moved during May to new headquarters on the fourth floor of the so-called Factory Insurance Association Building at 555 Asylum Street (Asylum Hill section). Temporary offices of the State Police Department are also headquartered in the same building.

Besides the Labor Department and the factory inspection division, other sections moved into the new headquarters include the Unemployment Compensation Division and the Connecticut State Employment Service. The move was necessary, according to Labor Commissioner Joseph M. Tone, because of expanding personnel required to handle the new Unemployment Compensation Division.

★ ★ ★

Death of Raymond G. Stewart. Raymond G. Stewart, 52, of 85 Euclid Avenue, Waterbury, vice president of the Autoyre Company of Oakville, Connecticut, died suddenly at Clinton. Born in Woodbury, the son of William and Mary Etta Stewart,

Mr. Stewart was active in Waterbury business circles for many years, playing an important part in the organization and management of the Oakville Company. He was a member of the Liberty Lodge of Masons of Waterbury.

He leaves his wife, Mrs. Lilly M. Stewart, and a daughter, Myrtle E. Stewart, both of Waterbury; and two sisters, Mrs. Warren Atwood of Woodbury and Mrs. Augustus MacBurney of Mount Vernon, New York.

★ ★ ★

Mead Appears Before Engineering Group. G. J. Mead, vice president and chief engineer of the United Aircraft Corporation, East Hartford, read a paper entitled "Powerplant Trends" before the summer meeting of the Society of Automotive Engineers held at White Sulphur Springs, Va., during the week of May 2.

Mr. Mead's study of today's aircraft requirements led him to assert that a 50 per cent increase in power output from the present types of engines is imminent. He believes that in the very near future the engines in regular use on transport and military aircraft will have twice the present number of cylinders.

★ ★ ★

Derby-Shelton Silver Company, Incorporated. Incorporation papers were recently filed in Hartford for the Derby-Shelton Silver Corp., Shelton, with a paid-in capitalization of \$10,000 and with incorporators named as follows: Alexander A. Hutton, Stephen Chan and F. Klein. The company has been operating for several years as the Derby-Shelton Silver Company.

★ ★ ★

French Made Industrial Secretary of Bridgeport Chamber. Raymond L. French, prominent in Bridgeport industrial circles and in Connecticut and New England traffic matters, was named on April 22 by George E. Crawford, president of the Bridgeport Chamber of Commerce, as industrial secretary of the organization. Mr. French, who took over his duties on May 1, will direct activities looking toward the bringing of new industries to Bridgeport, as well as to hold in Bridgeport those manufactories already located there.

With a background of more than 30 years as a traffic expert and for many years employed by the Columbia Phonograph Company as superintendent and later transportation manager, he is eminently qualified for his new

position. While the Bridgeport Chamber has been carrying on work for many years in its industrial bureau, it is believed that a far better job can be done with the work in the hands of a seasoned veteran of industry and transportation. The Chamber's aim is to continue Bridgeport as the "industrial capital of Connecticut."

It is understood that an industrial survey has already been launched under Mr. French's direction which will map all industrial opportunities that Bridgeport has to offer. When this is completed a concentrated effort will be made to interest outside industry in the possibilities revealed by the survey.

Mr. French has also served as head of many civic organizations as well as being, at one time, chairman of the Association's Transportation Committee, and still a member, and president of the New England Traffic League.

* * *

Death of Albert L. Sessions. Albert L. Sessions, president of J. H. Sessions and Son, manufacturers of trunk hardware, died Thursday night, April 29 at his home, 25 Bellevue Avenue, Bristol, after a prolonged illness of five years.

Born in Bristol, January 15, 1872, a son of John H. and Maria Woodward Sessions, he attended the Federal Hill School, Bristol High School, Wilbraham Academy and Sheffield Scientific School at Yale where he received the degree of mechanical engineer. After his graduation he spent more than a year in travel and then entered into business with his father, becoming a partner in 1899. Following the death of his father in 1902, Mr. Sessions continued the business, and incorporated it in 1905, at which time he became president, treasurer and general manager. In 1924 he resigned as treasurer when his son, Paul B. Sessions, became vice president. Alexander H. Craig was named his successor as treasurer.

At one time Mr. Sessions was associated with his uncle, William Sessions, a manufacturer of clocks, and acted as treasurer of the Sessions Clock Company. He was one of the organizers and a director of the former Bristol Trust Company and was president of the Bristol Water Company, taken over by the city in 1911. He also served as a director of Peck, Stowe and Wilcox Company of Southington.

Before his illness, Mr. Sessions was a member of the Farmington Country Club, the Union Club of New York, the Hartford Club, and for many years

was a member of the Board of Trustees of Prospect Methodist Episcopal Church.

He leaves two sons, both of Bristol; two daughters, one of Schenectady, New York, and one of Bradford, Mass.; and seven grandchildren.

* * *

Bigelow Grants Vacations. The Bigelow Sanford Carpet Company, announced on April 15 that it would give a week's vacation with pay to all employees with service of one year or more. The entire plant will close the week of July 12-17 for the first time in its existence of over 100 years, which will permit all employees to take their vacations at one time. Those with one year of service or more will receive 40 hours' pay, and those with service of six months to a year, 20 hours' vacation pay. The service record will be computed from July 1, 1937, and the vacation pay will be distributed with the payroll of July 8. Vacation rates will be based on the individual average hourly or piece work earnings during the period April 12 to June 5.

* * *

Knight Reports Gain for Southern New England. Harry C. Knight, president of the Southern New England Telephone Company reported on April 16 a net increase of 5,105 telephones during the first quarter of 1937, compared with an increase of 2,996 for the same period in 1936.

Total earnings for the first quarter were \$4,273,000 compared with \$3,991,286 for the first quarter of 1936, while net earnings were increased from \$812,138 the first quarter of 1936 to \$1,037,000 during the same period of this year.

Total expenses including taxes were \$3,236,000 for the first quarter of 1937, against \$3,179,148 for the same period in 1936. Mr. Knight stated that "the abnormal expense incident to the floods in March, 1936, precludes a fair comparison of totals as between the two quarterly periods. Normal expenses, however, were substantially increased by reason of higher payrolls and taxes."

* * *

Fuller Heads "Y" Building Drive. Alfred C. Fuller, president of the Fuller Brush Company, has recently accepted the chairmanship of the special gift committee in the campaign to raise funds for a new YMCA building at Hartford. Associated with him are 40 leading citizens of Hartford who have already inaugurated active solicita-

tion of funds which totaled during the first week in May \$150,500. Mr. Fuller's committee hopes to raise at least 50 per cent of the \$650,000 needed to complete the building.

Seven stories high, the new building will provide equipment for many physical, educational, social and religious activities now denied to Hartford youth because of the lack of facilities in the 50-year-old building now in use.

Commenting upon the campaign, Mr. Fuller pointed out, that "no expense is spared by leading Hartford business concerns and industries to put out the best merchandise or to give the best service possible. Surely no product can surpass that of a boy with a sound character in a sound body, and Hartford will be anxious to show the world that its paramount interest is in its youth. Industry, itself, depends on this type of young men for its perpetuity. The special training that the 'Y' gives to the young man in Hartford has been a greater factor in helping us to keep our staff ever-growing and developing."

* * *

American Brass Starts New Building. The American Brass Company has recently started construction of a new one-story plant on Freight Street, Waterbury, measuring 80 x 248 ft. The building will be constructed of brick and have a concrete basement. The cost is estimated at \$50,000.

President John A. Coe and all other officers of the company were reelected at its most recent annual meeting April 29. At the same meeting the retirement of W. S. Kellogg, as of May 1, as mill superintendent of the American Brass, was announced. Mr. Kellogg, who has been superintendent for 12 years, and connected with the company 40 years, was succeeded by J. H. Ackerman, brought to Waterbury from the company's Ansonia plant.

* * *

Bridgeport Brass Starts New Mill. The Bridgeport Brass Company, Bridgeport, recently started the construction of its new rolling mill on Grand Avenue, which will be 500 by 285 feet, 31 feet high, and of brick construction. Another building, two stories high, measuring 167 by 126 feet, is being laid out for chemistry, physics and machine laboratories, various other technical rooms, engineering office, research offices, a conference room and a number of private offices. Work has also been started on a new

storage shed, 140 by 160 feet. Estimated cost of the three buildings is \$720,000.

Net earnings of the company for the three months ending March 31, 1937, totaled \$410,412.83, or equal to about 55 cents a share on stock outstanding.

* * *

Mowry Resigns at Sterling. Harold Mowry, resident manager of the branch plant of the United States Finishing Company, in Sterling, Conn., recently resigned his position and will be succeeded by Harold C. Barney, assistant resident manager, who will remain in charge of all operations to be continued. Several departments will be closed permanently with the work being transferred to the Norwich plant.

* * *

Death of Adrian Wolff. Adrian F. Wolff, 83, former mechanical superintendent and consultant mechanical engineer at the Scovill Manufacturing Company, who retired in 1933 after serving that company for 65 years, died April 21 at his home in Waterbury.

For more than 50 years a prominent figure in industrial life of Waterbury, Mr. Wolff's record of continuous service for the benefit of a single industry and community, has been seldom equaled, or even approached.

A descendant of a family famed for generations as makers of fine edged tools, Mr. Wolff was born in Grande Fontaine, Lorraine, France, July 1, 1853. Brought to America during the Civil War period, Mr. Wolff attended public schools in Bridgeport and at the age of 14 entered the employ of Scovill's on St. Valentine's Day, 1868, retiring the same day 65 years later.

Mr. Wolff's management and planning during the Spanish-American and World War was invaluable in helping the company to set the fine record for munitions manufactured. He was also responsible for introducing many new production methods, including an improved method for hot forging brass.

Surviving him are his widow, Elizabeth Lavin Wolff and one son, Victor A. Wolff of Winchester, Massachusetts.

* * *

Bischoff Company Selects Connecticut Location. The Ernst Bischoff Company, Inc., 30-year-old chemical company specializing in the production of a strictly ethical line of pharma-

ceuticals for the medical profession, will move in the near future from its six story plant at 135 Hudson Street, New York, to its newly acquired home at Ivoryton, Connecticut. The company's extended search for a location which would be free from dust and possess a sufficient number of other essentials necessary to the company's rigid manufacturing requirements, was ended with the purchase of the old Comstock-Cheney plant, a nearby building and 18 acres of land from Pratt, Read & Co. early in May, by the firm of Dexter and Terwilliger, 420 Lexington Ave., New York, specialists on industrial location problems. The principals of this firm—Charles E. Dexter, Jr., and H. G. Terwilliger—retained by the Bischoff Company to make a thorough survey of New Jersey and Connecticut in search for a suitable plant, were assisted in their search in this state (including visitation of every available plant which could qualify) by the Association's headquarters staff.

Founded 30 years ago by the late Dr. Ernst Bischoff, Ph.D., graduate in chemistry from the University of Goettingen, it was natural that the company should now be producing a highly individualized line of pharmaceuticals, now used widely by practicing physicians and hospital staffs throughout this country, South America and Europe. Started in a modest way in the manufacture and importation of dyestuffs as well as pharmaceuticals, the company's development program, originating many products used in the finishing of textile fabrics as well as the pharmaceutical field, has caused the company to make several moves to larger quarters.

Keeping in close touch with pharmaceutical progress in Europe, the late Dr. Ernst Bischoff was personally responsible for developing and introducing into this country a number of notable products. Practically all products distributed by the company are unique in character. For instance, one derived from lobelia acts as a powerful stimulant to respiration and has saved the lives of thousands of babies who were unable to breathe at birth. Another product eradicates the parasite responsible for amoebic dysentery, while a simple vegetable compound relieves paroxysms of whooping. A vaccine is prepared for the treatment of ringworm, athlete's foot and barber's itch. Still another, if given before surgical operations, controls hemorrhage. Sedatives, antiseptics and local

applications for burns are included in the Bischoff Company's long list of famous products, all possessing peculiar individual merit and used almost entirely under the direction of a physician.

It was under the direction of Edward T. Bischoff, son of the founder, and president of the company, that a dust-free country location was sought to replace the present inadequate headquarters occupied for the past 14 years in New York. Under his direction laboratories will be equipped with the most improved apparatus for the production and standardization of fine pharmaceuticals. A biological department will be established and operated under United States Public Health Service license. In addition a research laboratory will be installed where work along entirely new lines will be conducted. As in the past, the Ernst Bischoff Company will continue the production of a number of products used in the textile industry.

It is expected that the plant will be completely renovated and all equipment installed ready for operation by early Fall, at which time a small portion of the staff will move to Deep River. Approximately 50 persons will be employed from among available persons living in the Deep River-Essex-Ivoryton area.

FULLER BRUSH CO.

(Continued from page 8)

exertion of maximum personal initiative to accomplish the end result. Worthwhile men and women of America ought to bend every energy to purify and retain for themselves and their children the right to continue to exert the maximum of personal initiative of the type which made the erection of such business monuments as the Fuller Brush Company possible.

Official Family

The present officers of the Fuller Brush Company are as follows: Alfred C. Fuller, President; F. W. Adams, vice president; Geo. A. Millard, 2nd vice president; W. E. Campbell, secretary; Earl R. Cotton, treasurer; W. F. Honer, assistant secretary; A. H. Fuller, assistant secretary; R. E. Perkins, assistant treasurer.

DEPARTMENTS

Accounting Hints for Management

Contributed by Hartford Chapter N. A. C. A.

Preparation of Financial Statements for a Manufacturing Company. Since accounting is not an absolute science, the balance sheet and income statement will probably never attain definitive form. It is the duty of accountants, however, to study, to criticize, and constantly to improve them, so that they may at least approach perfection. To this end it will be helpful if the following objectives are kept foremost in mind.

★ ★ ★

Completeness of Disclosure. The first of these is completeness of disclosure. To accomplish this objective, all assets, liabilities, income, and expenses must be stated in sufficient detail to permit an intelligent appraisal of each item. Assets of different kinds, or of the same kind held for different purposes, should be set forth separately. It is perhaps unnecessary to say that assets should never be paired with their contra liabilities and eliminated entirely from the balance sheet.

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Clarity. The second objective is clarity. All headings on the financial statements ought to be accurately descriptive and convey a clear understanding of what is included thereunder. It is of course desirable that titles be short, but sometimes they are made so short that they are meaningless. Brevity ceases to be a virtue when it can only be achieved by sacrificing sense. Explanatory subtitles are helpful and should be used where the title itself does not describe the item adequately. These may be omitted, however, if supporting schedules accompany the balance sheet.

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Comparableness. The third objective is comparableness. By this is meant that for every figure shown on a statement there should be some other figure with which it can be compared or against which it can be measured. In statements prepared for management a comparison with the forecast as well as with prior periods is useful. In published statements it is best not to attempt any comparisons with forecasts.

Without a comparative balance sheet it is impossible to tell whether the current position of the company is growing stronger or weaker, or to determine what assets were acquired or what liabilities were liquidated with the net surplus for the year. The income statement must be in comparative form if it is to reveal whether or not the profit ratio is being maintained, and whether, in the light of general conditions in the industry as a whole, the company is holding, losing, or improving its relative position.

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Relation Between Balance Sheet and Income Statement. The balance sheet reflects the cumulative results upon the company's financial structure of all past actions and accomplishments. The income statement records the history of one fiscal period. In annual reports the balance sheet is usually placed first in the order of statements, and discussed last. Many companies, however, are now beginning to print the income statement first. Logically the balance sheet belongs first, with the income and surplus statement following to give the supporting detail for one of the items appearing thereon. The reversal of this logical order reflects a growing tendency to place more and more emphasis upon the earnings record of a company and to minimize the importance of the balance sheet.

Transportation

New Haven to Dissolve Steamship Line. The "New Haven" Railroad was authorized on April 27 to apply for abandonment of three short segments of railroad line, pay \$70,475 overdue interest on Housatonic Railroad bonds and take steps to dissolve the Hartford and New York Transportation Company, a boat line. Authority was granted by Federal Judge Carroll C. Hincks to the trustees in District Court.

The lines slated for abandonment are 6.34 miles from Slatersville, Rhode Island to Harrisville, R. I.; 6.85 miles from Pascoag, R. I. to Douglas Junc-

tion, Mass., and 4.88 miles from York Hill Quarry in Meriden to a connection with the Berlin-Middletown line at Westfield.

The boat line ceased operations in 1931, selling its steamships, tugboats, barges and other equipment. Its sole property now listed includes docks in Providence and Fall River, Mass., along the Connecticut River, machinery and tools, and a shipyard in East Hartford. The trustees propose to transfer all property to themselves as the sole stockholders and to assume the small liabilities outstanding on small bills.

★ ★ ★

ICC Asks Wider Control. In a recent report on its investigation of the New York, New Haven and Hartford Railroad Company, the Interstate Commerce Commission asked wider powers to control financial activities of railroads to the end that it would have the power to regulate subsidiary companies operated through holding companies formed by common carriers, which are now outside the jurisdiction of the commission. The report stated in part:

"The resources of the railroad ordinarily should be devoted to the proper development of its own transportation system. If they are to be invested in an outside activity, it should be after a finding that such investments constitute a proper use of railroad funds or credit, that the terms of the transaction are reasonable, and that the investment is in the public interest."

Approximately 90 per cent of the original investments under consideration in the investigation of the financial status of the New Haven Railroad were made prior to July 1, 1913, according to the commission's report, and added that the fact is "of little solace to the present security holders and those interested in the welfare of the New Haven."

★ ★ ★

Reorganization Plan for New Haven Expected June 1. President Howard S. Palmer of the New York, New Haven and Hartford Railroad told stockholders at the annual meeting held in New Haven April 21, that the trustees of the road expected to present a reorganization plan by June 1.

Mr. Palmer pointed out that "one

point in connection with the reorganization which should be realized by all of the stockholders is that it will be necessary to write-down or write-off substantial sums in connection with certain of our outside investments such as the New York, Westchester & Boston, the trolley lines and the steamship company." He further asserted that the trustees are taking every reasonable action looking toward more profitable operation of the company and its subsidiaries. Mr. Palmer also commented on "the continually growing burden of taxation," adding that it is "another important factor from the standpoint of expenses."

★ ★ ★

Intercoastal Steamship Rates Advanced. Intercoastal Steamship Freight Association announced early in May a general revision in its westbound tariff No. 1-C applicable on traffic from ports on the Atlantic seaboard to the Pacific Coast via the Panama Canal. The new rates are to become effective on June 10, 1937, and represent an advance of from ten to fifteen percent on practically all commodities moving in intercoastal trade. The increase in class rates is as follows: Class 1 present rate \$3.60—new rate \$4.00; Class 2 present rate \$3.10—new rate \$3.45; Class 3 present rate \$2.60—new rate \$2.85; Class 4 present rate \$2.20—new rate \$2.45; Class 5 present rate \$1.85—new rate \$2.05; and Class A present rate \$1.85—new rate \$2.05.

Association members, upon request, may receive information regarding the increase on any commodities in which they are interested.

★ ★ ★

Effect of Proposed Train Length Bill. Without benefit of a public hearing on April 20, the Senate Committee on Interstate Commerce reported favorably on S. 69, which proposed to limit the number of cars that may be handled in a freight train to not more than seventy.

On the basis of normal traffic, it has been variously estimated by competent traffic authorities that additional costs to the railroads of the country caused by the final enactment of such legislation would aggregate between \$90,000,000 and \$100,000,000 per year; that the cost to New England railroads would be in the neighborhood of \$2,200,000; and for the New Haven Railroad alone, approximately \$1,100,000. Now operating under Section 77b of the Federal Bankruptcy Act and showing an op-

erating loss of more than \$3,000,000 for 1936, the enactment of this legislation would be a real calamity to the "New Haven" Road.

Although the advocates of this legislation contend that it is a safety measure, records do not support their contention. For instance, in the year 1921 all train and train-service accidents numbered 57.3 per million train miles, which has been progressively reduced to 31 per million train miles in the year 1935. Thus it may be seen that the most satisfactory reduction in the number of accidents has been accomplished during the period of economy operations in which the length of trains has been steadily increased. There is good reason to believe, traffic authorities point out, that if the railroads were compelled to use shorter trains, there would be an increased hazard, particularly at grade crossings, as a result of the necessarily larger number of shorter trains that would be required.

Obviously born of the selfish interests of the railroad labor group with a view of spreading employment, this bill, if passed, would so burden the overhead of railroads that the Interstate Commerce Commission would permit substantial increases in freight rates, thus passing the burden to the shipper or receiver of freight, and finally to the consumer.

★ ★ ★

Proposed Increases of Commodity Rates. The railroads of the country have recently issued notice of the joint public hearing by freight traffic representatives in Official Territory to be held at the Statler Hotel, Buffalo, New York, Tuesday and Wednesday, May 18 and 19, for the purpose of giving consideration to a proposed revision of commodity rates on a large list of articles. The suggested revision is intended to apply between all points in Official Territory and between points in Official Territory in eastern Canada.

Association members were advised in Transportation Bulletin No. 524, dated May 13, of the list of the articles believed to be of interest to them, which were to be acted upon at this hearing.

Foreign Trade

Spanish Fund Situation. In accordance with requests from exporters and manufacturers with outstanding funds in Spain, the National Foreign Trade

Council has recently taken steps to protect American funds frozen in that country. Initial action in this matter was the mailing of a questionnaire to secure information as to the amount involved and to obtain the authorization of creditors to act for them so that a unified front might be maintained.

It has been suggested that all exporters who have not received the questionnaire or who have not replied, communicate at once with the National Foreign Trade Council, 26 Beaver Street, New York City, since time is the essence in getting a basis properly established.

★ ★ ★

Russia's New Trade Set-up. Recent announcement of heavier buying of American machinery and equipment by Soviet trusts, has prompted many inquiries as to the present methods now being used in the purchase of American goods. Such inquiries prompted an answer given in the following paragraphs quoted from the April 20 issue of "Exporters' Digest."

"It is our understanding that Amtorg Trading Corporation will continue to act as the buying agent here in certain transactions, particularly where the amounts involved are small or moderate. On the larger transactions, buying is being done direct by the import monopoly or trust controlling the imports of the particular commodity involved, such as Techpromtorg, Staknoimport, etc. These purchases are to be paid for through U. S. banks, 45 days after receipt of documents. In some cases the guarantee of Amtorg Trading Corporation has been offered in connection with such direct orders.

"Amtorg Trading Corporation, it is understood, attends to inspection of merchandise and other details, and is still the official buying and selling agency in the United States for the various industrial trusts, trade organizations, etc., in the Soviet Union. Although the volume of business handled directly in the name of Amtorg Trading Corporation will probably not be so large as in former years, the general impression is that Amtorg will continue to be an important factor in the relationships between U. S. manufacturers and Soviet industrial and trading organizations.

"Some manufacturers that we know of have accepted direct orders on the new 45-day terms, and while very little has elapsed since this policy was

initiated last October, so far as we have been able to learn, experience to date on this basis has been entirely satisfactory. On the other hand, we know of some instances where important special machinery items are involved where the manufacturers have refused to accept the 45-day terms, and are holding out for part cash with order, part on delivery of merchandise, and part either 30 or 45 days thereafter. These manufacturers tell us that they are asking these terms because they are standard with them on specially made machinery, and not because of any distrust of the Soviet buying organizations that are placing the orders.

"We have not heard of any case yet where the Soviet buyers have agreed to the terms stipulated by these manufacturers, but it is believed that they will do so in cases where the equipment is urgently needed and cannot be readily obtained elsewhere. Otherwise, they will hold out for their standard 45-day terms."

★ ★ ★

Treaty Contemplated with Czechoslovakia. In accordance with new policies announced in the matter of negotiating tariffs in the Association's bulletin No. 535, dated January 13, 1937, Secretary of State Hull has announced that the United States government contemplates the negotiation of a trade agreement with Czechoslovakia, and has invited interested persons to submit suggestions as to the products which should be considered. Such suggestions as to products to be considered may concern either exports or imports. Exact technical description of the products in question should be given, including so far as possible, their nomenclature in the tariff laws of the importing country. These suggestions may be submitted in any form, and need not be under oath. They should be addressed to the Chairman of the Committee for Reciprocity Information, 7th and F Streets, N. W., Washington, D. C., and should reach their destination not later than June 6.

Available for those who desire to make suggestions is a compilation of the products involved in the trade between the United States and Czechoslovakia in 1929 and 1935, which will be sent upon request from the Association's office.

This preliminary announcement should not be confused with notice

of intention to negotiate, which will be issued at a later date, after receipt of the proposals of the government of Czechoslovakia, at which time there

will be made public a list of products on which the United States will consider granting concessions to that country.

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Trade Fair Postponed. The World Two-Way Trade Fair, scheduled to be held at the Port Authority Commerce Building, 8th Avenue, New York, from May 10 to May 22, has now been postponed indefinitely. In announcing this decision, Louis K. Comstock, president of the organization, intimated that the fair may, in the near future, "be fully consummated as a part of a broader international plan to be undertaken under the most influential auspices."

* * *

Committee to "Cut-up" in June. Following out a highly esteemed and honorable custom of recent years, the Association's Foreign Trade Committee, headed by James E. Bryan, its chairman, will sail on a voyage to "somewhere beyond the jitters" said to be a certain sand-bar in the Connecticut River, during the latter part of June.

Like all things American, the committee is, of course, expecting to make "whoopie" in bigger and better ways than in former years—all of which means—well—ask any foreign trade man who has been aboard the good ship "Sieve" in former years. All this scribe knows about this year's trip is that it will probably be held on a better boat and that "dull care" will be promptly drowned in the Connecticut within a few minutes after sailing.

* * *

Meeting of Bridgeport Foreign Trade Group. The Export Managers' Club of Bridgeport honored Frank Seute of the Aruba Trading Company, Aruba, Netherlands West Indies, at a luncheon meeting held at the University Club on April 19, on the occasion of his first visit to the United States. Introduced by Carroll Stevenson of the Dictaphone Corporation, Mr. Seute gave an intimate talk on business and living conditions in the United States as compared with those in the Island of Aruba.

Referring to the current nationwide move for shorter working hours in the United States, Mr. Seute pointed out that employees of his company work from 8 A. M. until 8 P. M. including Saturdays. Aruba, the speaker said, is an important center for the oil industry, housing two of the world's largest oil refineries (of Venezuelan oil) which furnish regular employment to thousands of workers who are largely Dutch, since Aruba is a Crown colony of the Netherlands. He pointed out further that Aruba had a population of about the same as that of Bridgeport.

Carroll Stevenson, guest speaker of the evening, reported on his recent business trip to the West Indies and northern South America. After his talk he answered many questions regarding these important but frequently overlooked markets for American merchandise.

Harold W. French of the Bridgeport Hardware Manufacturing Corporation, secretary of the club and a member of the Association's Foreign Trade Committee, spoke on the twenty-fifth annual convention of the Export Managers' Club of New York, held the week previous. He and other members present at the meeting brought out the fact that there has been a substantial increase in the volume of export business enjoyed by Bridgeport manufacturers.

After the speaking there was a general round table discussion. The meeting was presided over by John F. Dement, of The Dictaphone Corporation, vice president of the club, who substituted for the Club's president, H. G. Farwell of Raybestos Manhattan Inc., who is on a business trip in Europe.

FOX'S SHOW . PRODUCTS

(Continued from page 17)

museum pieces of silverware were also included.

A wide variety of brass products from the Naugatuck valley towns, ranging from lipstick holders to munitions was also featured. The textile industry was admirably represented with a large showing of silks, cottons, velvets and many other fabrics, made in eastern and other parts of Connecticut.

Other products exhibited included: Rubber goods, from fountain pens to tires; silverware, clocks, tools of all kinds, electrical appliances, typewriters, corsets, soaps, cosmetics, lace, novelty metal goods, sporting goods, lamps, radios, curtain hardware, carpets and rugs, toys, coffee makers, mattresses and bed comfortables, dress patterns, brooms, leather goods, bird cages, thread, hats, office appliances, medicines and a long list of others.

A list of Connecticut companies exhibiting their products as submitted to *Connecticut Industry* by Fox's publicity department follow:

Lorraine Metal (metal goods), General Electric Company (electrical items), The Warner Brothers Company (corsets), all of Bridgeport; New Departure Div. of General Motors Corp. (ball bearings), The Horton

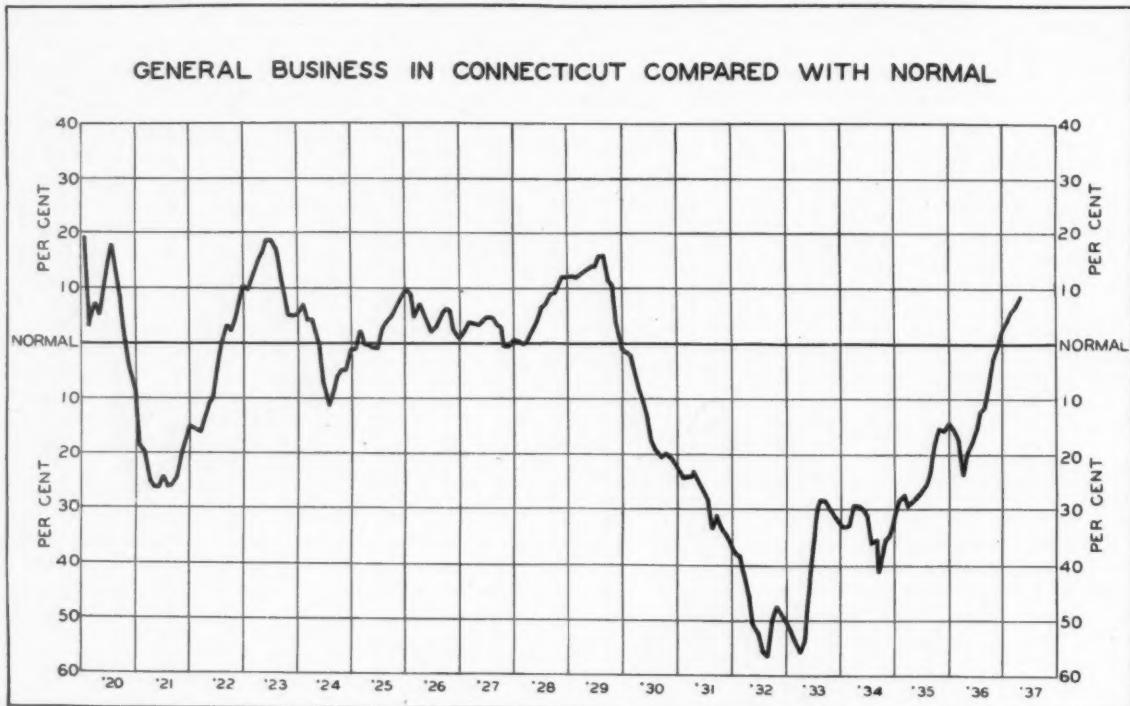
Mfg. Co. (sporting goods), The E. Ingraham Company (watches and clocks), all of Bristol; Pond's Extract Company (cosmetics), Clinton; The Hershey Metal Products Company (metal novelties), Derby; Herman Roser & Son, Inc. (pigskin leather), and The J. B. Williams Mfg. Co. (shaving cream and lotions), of Glastonbury; Vogue Pattern Company (dress patterns), Greenwich; Electric Boat Company (model submarine), Groton; C. H. Phillips Company (pharmaceuticals), Glendale; Lion Mills (hosiery), The Silex Company (Silex coffee makers), Royal Typewriter Co. Inc. (typewriters), Underwood Elliott Fisher Co. (typewriters and office machines), Conn. State Institute for Blind (brooms), Kolodney (dresses), Malley Mfg. Co. (dresses), Pratt and Whitney Aircraft (airplane motors) and Windsor Mfg. Co., all of Hartford; Atchinson & Wade, and Cohen, Hall, Marx of Jewett City; Cheney Brothers (silk and rayon) of Manchester; Manning, Bowman & Co. (electrical appliances), Herco Art Lamp Co. (lamps and shades), Silver City Glass Co. (glass novelties), International Silver Co. (silverware), all of Meriden; American Hosiery Co. (hosiery), Landers, Frary & Clark (cutlery and electrical appliances), New Britain; The Greist Mfg. Co. (lamps), A. C. Gilbert Co. (toys and electrical appliances), The Andrew B. Hendryx Co. (bird cages), of New Haven; Serge Nekrassoff of Noroton; Dunlop, American Hat (hats) and E. H. Hotchkiss Co. (stapling machines) of Norwalk; U. S. Rubber Products, Inc. (rubber footwear) of Naugatuck; The Palmer Bros. Co. (mattresses and comfortables) of New London; Hockanum Mills Co. Div. of M. T. Stevens & Sons Co. of Rockville; Aiken & Lamberti (Waterman fountain pens) of Seymour; J. & J. Cash Inc. (woven labels) of South Norwalk; The Torrington Company (needles), Union Hardware Co. (sporting goods) and Fitzgerald Mfg. Company (electrical appliances) of Torrington; The Bigelow-Sanford Carpet Co. (carpets and rugs), Thompsonville; Chase Brass and Copper Co., Inc. (sheet and rod brass), Strand Mfg. Co. (ladies' wear), Steel and Johnson (electrical and plumbing fixtures), Oakville Company, all of Waterbury; H. L. Judd Company (drapery hardware), Wallingford; The American Thread Co. (thread), Willimantic; Metal Products Company (light hardware and tools), West Haven; Shelton Mfg. Co., Winsted.

BUSINESS PATTERN

General Summary. General business activity in Connecticut during April continued to expand, the index of general business conditions standing at 8.4% above normal compared with 6.8% above in March and -18.2% in April, 1936. Activity in a majority of manufacturing establishments, as indicated by both the number of man-hours worked and employees on factory payrolls, increased contrary to the usual seasonal

New Haven Road was moderately higher than in the previous month. Construction work in progress made further headway and at 23% below normal was at the highest level since January, 1931. Available data for the first half of May point to no marked change in trend, although the level of business activity in Connecticut is substantially higher than that prevailing in the United States as a whole. Freight carloadings have continued to

Times weekly index of business activity pointed moderately higher. Automobile production has risen to 140,000 cars per week, a level which has been exceeded in only a half dozen weeks in 1929. Steel ingot production, which was at 93% of capacity in the latter part of April, has eased moderately to 91% due in part to labor troubles and the continuation of the present price level through the third quarter of the year. New orders have



trend. The index of man-hours worked rose to 12% above the estimated normal which was approximately as high as in 1929. Factory employment continued to increase sharply and was greater than the high point reached in 1929. The number of hours worked per employee per week averaged approximately 44 compared with the pre-depression average of close to 50. Cotton mill activity in Connecticut plants stood at 12% above the estimated normal, an advance of 3 points over March. On the other hand, freight carloadings on the New Haven Road decreased contrary to the usual seasonal trend and stood at 3% below normal. Metal tonnage carried by the

point moderately downward but industrial activity remains at a high level.

General business activity in the United States declined slightly in April. Minor decreases occurred in freight carloadings and in the output of steel, pig-iron and lumber. Automobile production was affected in the first half of the month by strikes in the Chrysler plants which resulted in restricting the total output for the month. New orders for machine tools rose to the highest point on record exceeding the previous peak reached last December by 10% and more than doubling the April, 1936, total. For the first half of May the New York

tended to decrease and recently have been running somewhat behind shipments.

The index of wholesale prices compiled by the U. S. Bureau of Labor Statistics declined slowly through April and the first half of May, the declines taking place principally in farm products and foods. The prices of all other commodities showed no change in the four weeks ended May 8. Compared with a year earlier the prices of farm products have risen 19%, while food prices and all other commodities have advanced 9%.

The cost of living index compiled by the National Industrial Conference Board increased less than 1% in April

over the preceding month and was 6% higher than a year earlier. The cost of rent experienced a further sharp advance and minor increases took place in the cost of food and clothing; the price of fuel and light declined seasonally.

Financial. The number of business failures in Connecticut during the four weeks ended May 8 remained at a comparatively low level. Gross liabilities of failures were also reduced. On the other hand, the number of new corporations formed increased 42% over the corresponding 1936 period. Real estate activity, as measured by the number of real estate sales, expanded sharply and was only slightly below the corresponding period of 1930. The total value of mortgage loans was approximately 65% higher than a year earlier.

Construction. Building activity in Connecticut expanded somewhat more than seasonally in April and early May, the total value of permits being about the same as in 1930. On April 29 work was begun on an addition to a factory in Stamford to cost \$100,000, and in the first week of May construction was started on a \$100,000 dye-house for a woolen mill in Rockville.

In the United States building activity in April expanded more than seasonally expected over the low March level. The total value of building contracts awarded during the month exceeded March, 1936, by 11%.

Labor and Industry. Expansion in manufacturing industry was maintained in April in a majority of Connecticut plants contrary to the usual trend. The number of man-hours worked in New Britain factories rose 3% above March and was 35% higher than in April, 1936. Hartford concerns showed an increase of more than 2% for the month and 26% over a year earlier. Minor decreases for the month took place in Bridgeport, New Haven and Bristol but the same cities showed activity at 34%, 20% and 19% higher, respectively, than in the same month last year. Factory employment in Hartford and Waterbury continued to rise into new high territory, employment in Waterbury brass factories exceeding the same 1936 month by 24%. Employment in Torrington factories increased for the 14th consecutive month and was also the highest on record. The average weekly wage per factory employee in April, adjusted for changes in the cost of living, was more than 10% above

April, 1936, and about 35% above the low level of the depression.

Trade. Sales by department stores in the United States, according to the index of the Federal Reserve Board, increased only seasonally in March. Stocks of goods on hand were higher than a year ago and some consumer resistance was reported in connection with price advances. Retail sales during the first half of May continued on a restricted basis.

Transportation. Freight carloadings originating in Connecticut declined in April contrary to the seasonal trend. Shipments of merchandise in less-than-carload lots on the New Haven Road were 2% above April, 1936, and loadings of building materials and of automobiles again showed large percentage gains over a year earlier. Loadings of bituminous coal slumped sharply but ran 4% above the same 1936 month.



Ed. Note: In this column will appear monthly, if the amount of good business literature warrants, a brief description of the books and pamphlets which, in the opinion of a business librarian and the editor, will be helpful to the business man. This month's suggestions are made by Miss Mildred Potter, Business Librarian, Hartford.

America's Experience as a Creditor Nation—Madden, J. T., Nadler, Marcus & Sauvain, H. C.

In the book the authors, internationally known economists and financial experts, reveal many surprising and significant facts of the international economic inter-relations of the U. S. with the rest of the world. On the whole the U. S. did not lose on its foreign investments. Although individual investors lost heavily on foreign securities, yet in the aggregate, the amount of cash received in the form of interest and principal and sinking fund plus the market value of the securities outstanding exceeded the cash investments.

Analyses of Business Cycles—Adams, A. B.

A very readable book which expresses the author's "latest words" on the complicated and intriguing sub-

ject of the business cycle. He endeavors to explain the causes of these fluctuations and suggests practical public policies which would result in greater stability in the operation of our industrial system.

Increasing Personal Efficiency—Laird, D. C.

A third edition, completely revised and enlarged, of a practical and detailed manual to help the reader, through step-by-step procedures, to improved self-mastery. An interesting and informative book written by a man who is a nationally known psychologist.

Managing for Profit—Knoeppel, C. C.

A "How" book for management on profit making. The author describes the recently developed aids to management, shows how they work, and explains how they can be applied to any business to better the profit position of the business.

Picking America's Pockets—Cohn, D. L.

Is a discussion of the tariff's inconsistencies and futilities. This book discloses the fabulous sums which consumers and farmers have had taken from their pockets by America's high tariff policy. The author is a business man who has traveled extensively and has studied this problem at close range for some years.

Prosperity Through Employment—Keller, K. E.

The author, a Representative from Illinois, who reviews the changes which have occurred in our economic life since the Declaration of Independence and the Constitution set forth their ideas for fostering the welfare of the American people. He shows constructively why the fulfillment of those intentions requires new public responsibilities. This liberal point of view is a challenging indictment and a constructive proposal. The book conforms with the New Deal policies.

The Business Letter—Naether, C. C.

Covers every phase of present-day business letterwriting. The first part deals with the essentials of the business letter and with dictation. The second part discusses in detail each of the different types of business letters. The last part considers such special correspondence as foreign and house correspondence. The volume also includes aids to better English and an up-to-date bibliography.

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THE 1936 GAINS

Assets increased	\$ 4,018,905.00
to	26,630,204.39
Net Surplus increased	512,332.83
to	3,594,765.86
Dividends to Policyholders increased	412,113.58
to	3,362,835.21
Premium Income increased	1,876,139.66
to	22,219,614.81

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City _____ State _____

MEMO PAD

Editor's Note. The following notes are reminders of the most important bulletins sent to members from April 20 to May 18, the closing date for the June issue of the magazine.

Insertions for your "Manual on the Connecticut Unemployment Compensation Act." General Bulletin No. 559, dated April 22, 1937. Gives rules for inserting and encloses new sheet.

Inserts for Your Federal Social Security Act Manual. General Bulletin No. 560, dated April 24 1937. Gives instructions on insertions and removal of manual sheets, and encloses thirteen new sheets.

Inserts for your "Manual on Connecticut Unemployment Compensation Act." General Bulletin No. 561, dated April 28, 1937. Gives instructions on insertions and removal of manual sheets, and encloses four new sheets.

Interstate Commerce Commission Requires all Contractual Arrangements Between Shippers and Motor Contract Carriers to be in Writing (Ex Parte No. MC 12). Transportation Bulletin No. 521, dated May 3, 1937. Reproduces in part the Commission's report prohibiting contract carriers from transporting property for hire except under special and individual contracts or agreements.

New Calendar for your Social Security Manual. General Bulletin No. 562, dated May 4, 1937. Directions for replacement of old calendar with new calendar attached.

Explanation Regarding Account Numbers for Persons Over Age 65 Under State Unemployment Compensation Act. General Bulletin No. 563, dated May 8, 1937. Explains the filling out of form No. UC-5A.

Intercoastal Steamship Rates to be Advanced. Transportation Bulletin No. 522, dated May 11, 1937. General revision in westbound tariff number 1-C.

The Train Length Bill (S.69); Its Effect on Cost and Safety of Rail-

road Operation.

Transportation Bulletin No. 523, dated May 11, 1937.

Proposed Increases of Commodity Rates Within Official Territory. Transportation Bulletin No. 524, dated May 13, 1937. Lists commodities on which rates have been increased.

New Mexican Tax on Imports from the United States. Foreign Trade Bulletin No. 72, dated May 17, 1937. New tax law passed declaring 35% of gross sales of any foreign company not maintaining a branch sales office in Mexico.

Insertions for your Copy of "A Manual on the Connecticut Unemployment Compensation Act." General Bulletin No. 566, dated May 17, 1937. Gives instructions on insertions and removal of manual sheets, and encloses four new sheets.

Commission Orders Further Revision of Rail-Ocean-Rail Rates to Southwest. Transportation Bulletin No. 525, dated May 17, 1937. Has effect of postponing effective date of rates to this territory from June 22 to July 22.

FEDERAL AND STATE LEGISLATION

(Continued from page 2)

istrative commission sole judge of the facts on matters within its jurisdiction, but have been equally consistent in holding that it cannot be made the sole judge of facts which determine its jurisdiction under the Constitution. This phase of the bill, therefore, may not be important unless it is viewed in the light of a possible future change in the personnel and viewpoint of the Supreme Court.

Taxes and Appropriations

There has been marked quiet on the subject of additional taxes. Leaders in Congress show a decided antipathy to all proposals to attempt balancing the budget by increasing revenue and the President has indicated his preference for the other horn of the dilemma by his proposal for reduction of expenses. It is felt in administration circles that whether or not the President's recommendations for decreased expenditures result in any actual decrease, the effect of his statement will be helpful in relieving the fears which have contributed to the alarming weakness of government securities.

High Prices and Monopolies

While on one front a battle is being waged to restore NRA regulation of business, Attorney-General Cummings has indicated a desire for what might seem like inconsistent action in the direction of what was known in Teddy Roosevelt's day as "trust busting."

The Federal Trade Commission has also exhibited eagerness for a more rigid enforcement of the Sherman Anti-Trust Law, in spite of the apparent administration trend in the opposite direction toward trade combinations under an NRA type of Government control.

The attack by the President on high prices has also caused comment, but is generally accepted here as an expression of his fear of inflation, rather than the indication of a definite new policy. However, administration advisors, notably Secretary Wallace, are studying plans for stabilization of business by means of a revival of "excess profits" taxes, which would make it unprofitable for business to earn be-

yond a fixed percentage of invested capital, but it is unlikely that any plan of this character will go before the present session of Congress.

State Legislation

With the reorganization program disposed of last month insofar as it appears that action will be taken this session the General Assembly has just commenced to realize where it stands insofar as finances are concerned. Until the reorganization plan was acted upon it was impossible to tell just how to deal with state finances, for no one knew what departments would be abolished or what new ones would be set up.

Tax discussions therefore provided the lion's share of the headlines on legislative matters during the past months, and they together with appropriations will continue to do so until the end of the session. Included in the committee, Senate and House debates and "hall" gossip were the gasoline tax, income tax, dividend and interest tax, and tobacco excise tax.

Because there is political dynamite in tax recommendations and in the final passage of tax legislation the pendulum has swung between the tobacco tax and dividends and interest tax and between the gasoline tax and each of the first two. After the tobacco groups and the Grange became active, the talk in committee and during several conferences with the Governor, changed to the dividend tax, then back to the gas tax. Although the Governor has suggested several tax bills and said he would "stand for" others, to date he has not put up a fight for any of them, apparently preferring to place the problem square in the lap of the General Assembly. While he is still in a position to take the lead by asking for the passage of specific tax legislation to balance the budget, with the present suggested expenditures, it scarcely appears that he will do so at this late date.

Because neither the House or Senate Finance Committee or the Governor have a taste for loading more taxes on any group and because of the prevailing sentiment in both houses of the assembly, it now appears that there will be no new taxes.

If the budget is to be balanced without further taxation many pet projects of legislators and of many groups who elected them, will be

dropped. In addition the Appropriations Committee will find it necessary to take a few plump slices from "department maintenance pudding," since it is already committed to spend more than the estimated income for the next two years.

If the General Assembly follows out the jubilant announcement of "no new taxes" made by the Finance Committee on Friday, May 21, approximately 100 appropriation bills (some duplicates) not yet acted upon, will be among the "dead" on June 9, adjournment day. Among the projects mentioned in these bills, which would be left out in the cold are; practically the entire farm and welfare programs, all the proposals for advertising the state through publicity and through displays at expositions, (including New York World's Fair of 1939 for which \$50,000 has been asked), appropriation for new uniforms for the First Company Governor's Footguard and \$2,500,000 worth of property for state parks and forests.

Two years ago when a similar situation existed the Appropriations Committee lopped off enough money to make outgo fit income, but after adjournment the Board of Finance reinstated a number of items from the \$350,000 in its contingency fund. However, under the reorganization plan, the Governor has only \$100,000 available for such contingencies instead of \$350,000, which might be used up very rapidly if so-called necessary state services were being drastically curtailed for lack of appropriated funds.

There still remains the possibility that the Appropriations Committee, despite its arduous labors, will not complete its work in time to have it acted upon by both Houses of the General Assembly before the close of the session. This will mean that the Governor, with the power given by a Constitutional Amendment approved in 1924, but never used, may rewrite the budget recommendations at his leisure after the General Assembly has adjourned. Whether he will avail himself of this power or call a special session to do the job, if the budget has not been approved by closing day, is still an unsolved riddle.

It would appear from final action already taken on a large grist of bills that a lesser percentage of the total number of bills introduced would be finally enacted than for the average session of the General Assembly.

An Astounding Revelation

(Continued from page 1)

aides, together with a comparable list showing discretionary powers granted to all other presidents and their aides prior to 1933, was published in the May 10, 1937 issue of The United States News. Every person in the United States should read it.

It is significant to note that more space was required to list the powers received by President Roosevelt than those given to all former presidents combined. It was alarming, from the standpoint of the future welfare of our American democracy, to observe that these powers invaded, to a far greater extent than those previously granted to former presidents, the field of states' rights and individual enterprise, and spread out through the whiphands of party organization like a huge cobweb which could be used, if the President or his successors desired, to enmesh our individual freedom of action to practically the same degree as in Fascist or Communist controlled countries in Europe.

First among these powers conferred upon President Roosevelt was the almost absolute control over the nation's gold, silver and currency values, authorized by the Emergency Banking Act, the Thomas amendment to the AAA and the Gold Clause Act. Following the passage of this legislation came the AAA, which extended through the President to the Secretary of Agriculture great powers to control prices and the growing and marketing phases of agriculture. Through the Securities Exchange Act of 1933 the President was given the right to appoint the members of the Securities and Exchange Commission, which in turn was empowered to regulate stock registration statements. The President was further empowered by Congress to authorize RFC directors to suspend RFC "lending authority for such times as he may deem advisable" to any class of borrowers for whom it is determined that sufficient credit is available.

Invasive the industrial field was the National Industrial Recovery Act, which permitted the President to set up the National Industry Recovery Administration naming its administrator, and in addition, to set up the National Emergency Council, the Federal Alcohol Control Administration, the National Labor Board, the Central Statistical Board and a num-

ber of other new agencies. Through this grant of power to regulate industry hours, wages, labor relations and trade practices through agencies appointed by him, the President had practically absolute control both through the power of appointment and review. Although declared unconstitutional the NRA is now being revived in the form of proposed legislation to regulate hours and wages by a board.

By the terms of the Home Owners Loan Act of 1933 and the Federal Housing Act, the President was given the whip hand, through his power of appointment over home financing procedure as carried on through the Federal Home Loan Bank Board and the Federal Housing Administration. He was given far-reaching control over radio communications by passage of the Federal Communications Act, which empowered him to name a Federal Communications Commission which was authorized to classify and determine the location of radio stations, regulate transmitting apparatus, regulate chain broadcasting, etc.

Over foreign trade, President Roosevelt was given far-reaching powers which, among other things, authorized him to negotiate trade agreements with foreign nations and to cut tariff rates up to 50% without giving industries affected an opportunity of a satisfactory hearing. During a war between two or more countries, the President was also endowed with discretionary powers to prohibit exports of whatever products he deems advisable.

Under the act creating the Tennessee Valley Authority the President received broad appointment and removal powers pertaining to members of the TVA board, which in turn set up a government power plant in the Tennessee Valley in competition with private enterprise with the avowed purpose of providing a yard stick for power rates which, it was thought, would force down materially the power rates of privately operated public utilities.

Broad and thought-provoking as were the grants of power previously enumerated, it was those powers given the President over appropriations for all types of relief, which bring one interested in the future welfare of

the nation suddenly to a position of attention. In short, the President was given a blank check in all major emergency appropriations and appropriations voted by Congress to be expended "in the discretion of the President." In a little more than four years he has had the say as to what disposition should be made of over \$14,385,276,630, an amount nearly eight times the \$1,687,112,500 spent at the discretion of 30 previous presidents in 143 years from 1789 to 1933.

Although I have outlined but a few of the many discretionary powers granted by a subservient Congress to our aggressive President and his executive aides, the list is sufficiently comprehensive to indicate how far we have traveled "in the name of so-called emergencies" toward a government actually controlled by one man through the subtle but effective powers of appointment, reward and punishment. And the end is not yet, for the President is still adamant, according to all reports, in his determination to secure the passage of his Supreme Court and minor courts bill, which would give him, in effect, practical control of acts of American citizens which he saw fit to regulate.

When one compares the history of legislation granting discretionary powers to presidents prior to 1933 with what has happened since, there can be no room for doubt as to the dangerous quicksands upon which our democratic freedom treads. Prior to 1933, except in matters of foreign commercial policy and certain special problems, Congress rigidly defined the rights and duties conferred on the President. Since then it has thrown into the President's lap, in response to his wishes, expressed either directly or indirectly, many prerogatives jealously guarded by Congress for 143 years.

We may call these new grants of executive power a New Deal, an idealistic approach toward bettering the lot of the average American, or what you will, but the same or similar steps have been taken by other nations whose civilizations have either crumbled in the dust or whose people now dare not express opinions contrary to those of their leaders if they would avoid the firing squad or years of im-

(Continued on page 35)



Ed. NOTE. This department, listing products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. Not finding any given listing buyers should write this department for further information.

Accounting Forms		Boxes—Paper—Folding	Comfortables	
The Baker Goodyear Co	New Haven	Robertson Paper Box Co	Montville	Palmer Brothers Co
Accounting Machines		S. Curtis & Son Inc	Sandy Hook	New London
Underwood Elliott Fisher Co	Hartford	M. S. Dowd Carton Co	Hartford	Conduits
Acids		National Folding Box Co (paper folding)		The Wiremold Co (flexible steel and non-metallic flexible)
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway	S Curtis & Son Inc	New Haven	West Hartford
	New York	S Curtis & Son Inc	Sandy Hook	Cones
Adding Machines		The American Brass Co (sheet, wire rods, tubes)	Waterbury	Sonoco Products Co (Climax-Lowell Div)
Underwood Elliott Fisher Co	Hartford	The Bridgeport Rolling Mills Co	Bridgeport	(Paper)
Advertising Specialties		Sargent and Company	New Haven	Copper
The H C Cool Co 32 Beaver St	Ansonia	Brass Goods		The American Brass Co (sheet, wire, rods, tubes)
Aero Webbing Products		Bridgeport Brass Co	Bridgeport	Waterbury
Russell Mfg Co	Middletown	The Donnelly Brick Co	New Britain	Copper Sheets
Air Compressors		Bricks—Fire		The New Haven Copper Co
The Spencer Turbine Co	Hartford	Howard Company	New Haven	Seymour
Aluminum Castings		Brooms—Brushes		The New Haven Copper Co
Newton-New Haven Co 688 Third Avenue	West Haven	The Fuller Brush Co	Hartford	Seymour
Ammunition		Buckles		Copper Shingles
Remington Arms Co Inc	Bridgeport	The Hatheway Mfg Co (Dee Rings)	Bridgenort	The New Haven Copper Co
Aromatics		The Hawie Mfg Co	Bridgeport	Copper Water Tube
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway	The G E Prentice Mfg Co	New Britain	Bridgeport Brass Co
	New York	B Schwanda & Sons	Staffordville	Corrugated Paper & Fibre Products
Artificial Leather		The Patent Button Co	Waterbury	The Danbury Square Box Co
The Permatex Fabrics Co	Jewett City	Buffing & Polishing Compositions		Danbury
Asbestos		Apothecaries Hall Co	Waterbury	Cork Cots
Rockbestos Products Corp (insulated wire, cable and cords)	New Haven	Lea Mfg Co	Waterbury	Sonoco Products Co (Climax-Lowell Div)
Automobile Accessories		Buffing Wheels		Mystic
The Rostand Mfg Co (windshields, seats, and body hardware)	Milford	The Williamsburg Buff Mfg Co	Danielson	Corrugated Shipping Cases
The Wiremold Co (automobile loom & windshield wiper tubing)	West Hartford	Buttons		Gair Thames Containers, Div of the Robert Gair Co Inc
Automotive Friction Fabrics		B Schwanda & Sons	Staffordville	New London
The Russell Mfg Co	Middletown	The Patent Button Co	Waterbury	Corsets
Balls		Cabinets		The Strouse, Adler Co 78 Olive St New Haven
The Abbott Ball Co (steel bearing and burnishing)	Hartford	The Charles Parker Co. (medicine)	Meriden	Cosmetics
The Hartford Steel Ball Co (steel bearing and burnishing, brass, bronze, monel, stainless, aluminum)	Hartford	Cables—Wire		The J B Williams Co
Barrels		The Wiremold Co (armored, armored leaded and non-metallic sheathed cable)	West Hartford	Glastonbury
The Abbott Ball Co (burnishing and tumbling)	Hartford	Carpet Lining		Cotton Batting & Jute Batting
The Hartford Steel Ball Co (tumbling)	Hartford	Palmer Brothers Co	New London	The Gilman Brothers
Bathroom Accessories		Castings		Palmer Brothers
The Charles Parker Co	Meriden	Vanadium Metals Co (brass, bronze and aluminum)	Groton	Cutlery
Bearings		Union Mfg Co (gray iron)	New Britain	Remington Arms Co Inc
Norma Hoffmann Bearings Corp (ball and roller)	Stamford	Wilcox Crittenden & Co Inc (gray iron and brass)	Middletown	Bridgeport
The Fafnir Bearing Co (ball)	New Britain	The Sessions Foundry Co (gray iron)	Bristol	The Dextone Co
New Departure Div of General Motors (ball)	Bristol	The Hartford Electric Steel Co (carbon and alloy steel)	540 Flatbush Ave Hartford	New Haven
Bells		Newton-New Haven Co (zinc and aluminum)	688 Third Ave West Haven	Cutters
The N N Hill Brass Co	New Haven	McLagon Foundry Co (gray iron)	New Haven	The Barnes Tool Co (Genuine Barnes)
Belting		Chemicals		New Haven
The Russell Mfg Co	Middletown	Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway	The Standard Machinery Co (rotary board, single and duplex)
Benches		Union Mfg Co	New York	The O K Tool Co Inc (inserted tooth milling)
The Charles Parker Co (piano)	Meriden	Apothecaries Hall Co	Waterbury	33 Hull St Shelton
Blocks		MacDermid Incorporated	Waterbury	The Wm Schollhorn Co 414 Chapel Street
Howard Company (cupola fire clay)	New Haven	American Cyanamid & Chemical Corp	Waterbury	New Haven
Blower Fans		Chromium Plating		Dictating Machines
The Spencer Turbine Co	Hartford	Chromite Corp of America	Waterbury	Dictaphone Corporation
Colonial Blower Co	Hartford	Chucks & Face Plate Jaws		Die Castings
Colonial Blower Co	Hartford	The Skinner Chuck Co	New Britain	Newton-New Haven Co Inc 688 Third Ave West Haven
Boilers		Union Mfg Co	New Britain	Dies
The Bigelow Co	New Haven	Clamps—Wood Workers		The Hoggson & Pettis Mfg Co 141 Brewery St New Haven
Bolts and Nuts		Sargent and Company	New Haven	Die-Heads—Self-Opening
Clark Brothers Bolt Co	Middletown	Clay		The Eastern Machine Screw Corp
The O K Tool Co Inc (T-Slot)	33 Hull St Shelton	Howard Company (Fire Howard "B" and High Temperature Dry)	New Haven	The Geometric Tool Co
Bottle Bobbins		Cleansing Compounds		Naugatuck Chemical (Div of U S Rubber Prod Inc)
Sonoco Products Co (Climax-Lowell Div)	Mystic	MacDermid Incorporated	Waterbury	New York
Box Board		Clocks		Dispersion of Rubber
Robertson Paper Box Co	Montville	The Ingersoll-Waterbury Co	Waterbury	Palmer Brothers Co
National Folding Box Co	New Haven	Cold Rolled Spring Steel		New London
		The Wallace Barnes Co Div, Associated Spring Corp	Bristol	Drop Forgings
				Wilcox Crittenden & Co Inc
				The Blakelee Forging Co
				Atwater Mfg Co
				Druggists Sundries
				The Seamless Rubber Co Inc
				Dyers and Finishers
				The Aspinook Company
				Jewett City
				Elastic Cords & Braids
				The Ansonia O & C Co
				Ansonia
				Elastic Webbing
				The Ansonia O & C Co
				Ansonia
				The Russell Mfg Co
				Middletown
				Electric Appliances
				Winsted Hardware Mfg Co
				Winsted
				Electric Cables
				Rockbestos Products Corp (asbestos insulated)
				New Haven

IT'S MADE IN CONNECTICUT

—CONTINUED—

Electric Cords		Hose Supporters	Nickel Anodes
Rockbestos Products Corp (asbestos insulated)	New Haven	The Ansonia O & C Co	Apothecaries Hall Co
Electric Elevators		Hose Supporter Trimmings	The Seymour Mfg Co
The Eastern Machinery Co (passenger and freight)	New Haven	The Hawie Mfg Co (So-Lo Grip Tabs)	Bridgeport
Electric Fixture Wire		Hospital Supplies	Nickel Silver
Rockbestos Products Corp (asbestos insulated)	New Haven	The Seamless Rubber Co Inc	The Seymour Mfg Co
Electric Heating Element & Units		Insecticides	Nuts Bolts and Washers
Rockbestos Products Corp (asbestos insulated)	New Haven	American Cyanamid & Chemical Corp	Clark Brothers Bolt Co
Electric Panel Boards		Insulated Wire Cords & Cable	Office Equipment
The Plainville Electrical Products Co	Plainville	The Kerite Insulated Wire & Cable Co Inc	Underwood Elliott Fisher Co
Electric Wire		Japanning	Oil Burner Equipment
The Accurate Insulated Wire Co	85 Willow St	J H Sessions & Son	Wallingford Steel Co (heat resisting steel)
	New Haven	Key Blanks	Wallingford
Rockbestos Products Corp (asbestos insulated)	New Haven	Sargent and Company	Malleable Iron Fittings Co
Electrical Control Apparatus		The Graham Mfg Co	Branford
The Trumbull Electric Mfg Co	Plainville	Knit Goods	Paints and Enamels
Electrical Goods		American Hosiery Company	The Tredennick Paint Mfg Co
A C Gilbert Co	New Haven	Labels	Paperboard
The Embalmers' Supply Co	Westport	J & J Cash Inc (Woven)	Gair Thames Containers, Div of the Robert Gair Co Inc
Embalming Chemicals		Naugatuck Chemical (Div of U S Rubber Prod Inc) (rubber)	Paper Boxes
Wolverine Motor Works Inc (diesel stationary marine)	Bridgeport	Naugatuck & 1790 Broadway	Robertson Paper Box Co (folding)
Envelopes		Lacquering	National Folding Box Co (folding)
Curtis 1000 Inc	Hartford	Ball & Socket Mfg Co (film application)	Paper Clips
Fasteners—Slide		Lamps	The H C Cook Co (steel)
The G E Prentice Mfg Co	New Britain	The Rostand Mfg Company (brass, colonial style & brass candlesticks)	32 Beaver St
Sargent and Co	New Haven	Latex	Ansonia
The Patent Button Co	Waterbury	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway	Sonoco Products Co (Climax-Lowell Div)
Felt		Leather	Parallel Tubes
American Felt Co	Glenville	The Geo. A. Shepard & Sons Co (hat, garment & fancy)	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway
Finger Nail Clippers		Bethel Herman Roser & Sons Inc (Genuine Pig-skin)	Perfume Bases
The H C Cook Co	32 Beaver St	Leather Goods Trimmings	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway
Firearms		The G E Prentice Mfg Co	Pewter Ware
Remington Arms Co Inc	Bridgeport	Locks	R. Wallace & Sons Mfg Co
Fire Hose		Locks—Cabinet	Wallingford
Fabrics Fire Hose Co (municipal and industrial)	Sandy Hook	The Excelsior Hardware Co	The Seymour Mfg Co
Fireplace Goods		Locks—Suit-case and Trimmings	Phosphor Bronze
The John P Smith Co (screens)	423-33 Chapel St	The Excelsior Hardware Co	Seymour
	New Haven	Locks—Trunk	Pipe
The Rostand Mfg Co	Milford	The Excelsior Hardware Co	The American Brass Co (brass and copper)
Fireproof Floor Joists		Locks—Zipper	Waterbury
The Dextone Co	New Haven	The Excelsior Hardware Co	Howard Co (cement well and chimney)
Flat Springs		Machinery	New Haven
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	The Hallden Machine Company (mill)	Crane Company (fabricated)
Fishing Lines		Machines	Bridgeport Brass Co (brass & copper)
The Bevin-Wilcox Line Co	East Hampton	Andrew C Campbell Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport
Fishing Tackle		Malleable Iron Castings	Pipe Fitters' Tools & Equipment
The H C Cook Co	32 Beaver St	Malleable Iron Fittings Co	The Barnes Tool Co (Genuine Barnes)
Floor Mats		Marine Equipment	Pipe Fittings
Lambson Specialty Co (industrial & safety mats)	Meriden	The Rostand Mfg Co (portlights, deck, cabin and sailboat hardware)	Malleable Iron Fittings Co
Forgings		Wilcox Crittenden & Co Inc	Plastic Products
Clark Brothers Bolt Co	Middletown	The Standard Machinery Co (bookbinders)	The Seamless Rubber Co Inc (made of Bakelite)
Heppenstall Co (all kinds and shapes)	Bridgeport	Marking Devices	Plasters
Foundries		The Hoggson & Pettis Mfg Co	The Patent Button Co
Union Mfg Co (gray iron)	New Britain	Mattresses	The Plainville Electro Plating Co
Wilcox Crittenden & Co Inc (iron brass aluminum and bronze)	Middletown	Palmer Brothers Co	Plasters—Chrome
The Sessions Foundry Co (iron)	Bristol	Waterbury Mattress Co	The Plainville Electro Plating Co
The Bullard Company	Bridgeport	Apothecaries Hall Co	Plasters' Equipment
Foundry Riddles		Bridgeport Brass Co (to order)	MacDermid Incorporated
The John P Smith Co	423-33 Chapel St	Metal Goods	Plumbers' Brass Goods
	New Haven	Bridgeport	Bridgeport Brass Co
Furniture, Upholstered		Metal Novelties	Pole Line
Eastern Lounge Co Inc	91 West St	The H C Cook Co	Malleable Iron Fittings Co
Galvanizing		32 Beaver St Ansonia	Polishing Wheels
Malleable Iron Fittings Co	Branford	Metal Products—Stampings	The Williamsville Buff Mfg Co
Wilcox Crittenden & Co Inc	Middletown	J H Sessions & Son	Presses
Gears		Winsted Hardware Mfg Co	The Standard Machinery Co (plastic molding, embossing, and die cutting)
The Snow & Petrelli Mfg Co (reverse and reduction)	New Haven	The Excelsior Hardware Co	Punches
Hardware		The G E Prentice Mfg Co	The Hoggson & Pettis Mfg Co (ticket & cloth)
Sargent and Co	New Haven	The American Buckle Co (sheet metal over-all trimmings)	141 Brewery St
Wilcox Crittenden & Co Inc (marine heavy and industrial)	Middletown	Metal Stampings	The Wilcox Schollhorn Co (hand)
Hardware—Trailer Cabinet		Winsted	414 Chapel St
The Excelsior Hardware Co	Bristol	Winsted Seymour	New Haven
Hardware, Trunk & Luggage		The Excelsior Hardware Co	Railroad Equipment
J H Sessions & Son	Bristol	The G E Prentice Mfg Co	The Rostand Mfg Co (baggage racks and mirrors for passenger cars)
Henders		New Britain	Milford
The E J Manville Machine Co	Waterbury	The American Buckle Co	Razors
Heat Treating		West Haven	Schick Dry Shaver Inc (electric)
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	Metal Cleaners	Reamers
Heating Apparatus		Waterbury	The O K Tool Co Inc (inserted tooth)
Crane Company	Bridgeport	Metal Goods	33 Hull St
Heating Pads		Waterbury	St. Shelton
The Seamless Rubber Co Inc	New Haven	Bridgeport	Reclaimed Rubber
Highway Guard Rail Hardware		Metal Novelties	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway
Malleable Iron Fittings Co	Branford	The H C Cook Co	New York
Hinges		32 Beaver St Ansonia	Refractories
Sargent and Company	New Haven	Milk Bottle Carriers	The C O Jellif Mfg Co
Homer D. Bronson Company	Beacon Falls	The John P Smith Co	Southport
Hoists and Trolleys		323-33 Chapel St	Retainers
Union Mfg Company	New Britain	New Haven	The Hartford Steel Ball Co (bicycle & automotive)
		Mills Supplies	Riveting Machines
		Wilcox Crittenden & Co Inc	The Grant Mfg & Machine Co
		Middletown	Rivets
		Mouldings	Clark Brothers Bolt Co
		The Wiremold Co (surface metal race-ways)	Middletown
		West Hartford	Rubber Chemicals
		Moulds	Naugatuck Chemical (Div of U S Rubber Prod Inc) Naugatuck & 1790 Broadway
		The Hoggson & Pettis Mfg Co (steel)	New York
		141 Brewery St	
		New Haven	
		The Sessions Foundry Co (heat resisting for non ferrous metals)	
		Bristol	

IT'S MADE IN CONNECTICUT

—CONTINUED—

Rubber Dispersions		Stamps	Typewriters
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway New York	The Hoggson & Pettis Mfg Co (steel) 141 Brewery St New Haven	Underwood Elliott Fisher Co Hartford
Rubber Footwear		Staples	Typewriter Ribbons
The Goodyear Rubber Co	Middletown	Sargent and Company New Haven	Underwood Elliott Fisher Co Hartford
Rubber Goods		E H Hotchkiss Company 10-16 Hoyt St Norwalk	Underclearer Rolls
The Seamless Rubber Co Inc	New Haven	Stapling Machines	Sonoco Products Co (Climax-Lowell Div) Mystic
Rubber Latex		E H Hotchkiss Company 10-16 Hoyt St Norwalk	Vacuum Cleaners
Naugatuck Chemical (Div of U S Rubber Prod Inc)	Naugatuck & 1790 Broadway New York	Wallingford Steel Co (strip and sheets cold rolled)	The Spencer Turbine Co Hartford
Rubbish Burners		Wallingford Steel Co (cold rolled strip and stainless)	Reading-Pratt & Cady Div, American Chain & Cable Co Inc Bridgeport
The John P Smith Co	423-33 Chapel St New Haven	Steel	Valves, Automatic Air
Screw Machine Products		Malleable Iron Fittings Co Branford	Beaton & Cadwell Mfg Co New Britain
The Eastern Machine Screw Corp	Truman & Barclay St New Haven	Nutmeg Crucible Steel Co Branford	Valves, Flush
The Humason Mfg Co	Forestville	Studio Couches Waterbury	Beaton & Cadwell Mfg Co New Britain
Screws		Waterbury Mattress Co Waterbury	Valves, Relief & Control
Sargent and Company	New Haven	Surgical Supplies	Beaton & Cadwell Mfg Co New Britain
Clark Brothers Bolt Co	Middletown	The Seamless Rubber Co Inc New Haven	Venetian Blinds
The Charles Parker Co (wood)	Meriden	Switchboards	The Permatex Fabrics Co Jewett City
The Bridgeport Screw Co (wood)	Bridgeport	Plainville Electrical Products Co Plainville	Venetian Blind Webs
Sewing Machines		Switchboard Wires and Cables	The Russell Mfg Co Middletown
The Merrow Machine Co (Industrial)	2 Laurel St Hartford	Rockbestos Products Corp (asbestos insulated)	Ventilating Systems
Shaving Preparations		New Haven	Colonial Blower Co Hartford
The J B Williams Co	Glastonbury	Tableware—Stainless Steel	The Charles Parker Co Meriden
Sheet Metal Products		International Silver Co Meriden	Washers
The American Brass Co (brass and copper)	Waterbury	Tacking Machines	American Felt Co (felt) Glenville
Sheet Metal Stampings		E H Hotchkiss Company 10-16 Hoyt St Norwalk	Clark Brothers Bolt Co Middletown
The Patent Button Co	Waterbury	Tanks	The Sessions Foundry Co (cast iron) Bristol
J H Sessions & Son	Bristol	The Bigelow Company (steel) New Haven	J H Sessions & Son Bristol
Shoe Laces		Tape	Watches
The Ansonia O & C Co	Ansonia	The Seamless Rubber Co Inc New Haven	The Ingersoll-Waterbury Co Waterbury
Signals		The Russell Mfg Co Middletown	The Russell Mfg Co Middletown
The H C Cook Co (for card files)	32 Beaver St Ansonia	Taps, Collapsing	The Russell Mfg Co Middletown
Silverware		The Geometric Tool Co New Haven	Wire
International Silver Co (tableware, nickel silver, silverplate, sterling)	Meriden	Textile Machinery	The Driscoll Wire Co (steel) Shelton
R Wallace & Sons Mfg Co	Wallingford	The Merrow Machine Company 2 Laurel St Hartford	Hudson Wire Co Winsted Div (insulated & enameled magnet) Winsted
Silverware—Plated Hollowware		Thread	The Accurate Insulated Wire Co 85 Willow St New Haven
International Silver Co	Meriden	Max Pollack & Co Inc Groton	The Atlantic Wire Co (steel) Branford
Silverware—Sterling Silver Hollowware		The American Thread Co Willimantic	The Bridgeport Screw Co (scratch brush) Bridgeport
International Silver Co	Meriden	Threading Machines	Wire Arches and Trellis
Silverware—Tableware, Silver		The Grant Mfg & Machine Co (double and automatic) Bridgeport	The John P Smith Co
International Silver Co	Meriden	Tinning	423-33 Chapel St New Haven
Silverware—Tableware, Silver Plate		Wilcox Crittenden & Co Inc Middletown	Wire Cable
International Silver Co	Meriden	Tools	The Bevin-Wilcox Line Co (braided) East Hampton
Silverware—Tableware, Sterling		The Hoggson & Pettis Mfg Co (rubber workers) 141 Brewery St New Haven	Wire Cloth
International Silver Co	Meriden	The O K Tool Co Inc (inserted tooth metal cutting) 33 Hull St Shelton	The Cole-Roscoe Mfg Co South Norwalk
Sizing and Finishing Compounds		Toys	The C O Jelliff Mfg Corp Southport
American Cyanamid & Chemical Corp	Waterbury	A C Gilbert Company New Haven	The John P Smith Co 423-33 Chapel St New Haven
Small Assemblies		The N. N. Hill Brass Co East Hampton	Wire Connectors
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	Transmissions	The Wiremold Co West Hartford
Small Stampings		New Departure Div of General Motors (variable speed)	Wire Drawing Dies
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	Bristol	The Waterbury Wire Die Co Waterbury
Smoke Stacks		Trucks—Lift	The John P Smith Co
The Bigelow Company (steel)	New Haven	The Excelsior Hardware Co Stamford	423-33 Chapel St New Haven
Sponge Rubber		Trucks—Skid Platforms	Wire Dripping Baskets
The Sponge Rubber Products Co	Derby	The Excelsior Hardware Co (lift) Stamford	The John P Smith Co
Sporting Goods		Tube Clips	Wire Forms
The Seamless Rubber Co Inc	New Haven	The H C Cook Co (for collapsible tubes) 32 Beaver St Ansonia	The Humason Mfg Co Forestville
Spreads		Tubing	The Patent Button Co Waterbury
Palmer Brothers Company	New London	The American Brass Co (brass and copper)	The American Buckle Co (overall trimmings) West Haven
Springs—Coil & Flat		Twine	Wireremolding
The Humason Mfg Co	Forestville	The Undine Twine Mills Inc Moodus	The Wiremold Co West Hartford
Spring Units		Twine—Cable Cord	Wire Partitions
Owen Silent Spring Co Inc (mattresses and upholstery furniture)	Bridgeport	The Undine Twine Mills Inc Moodus	The John P Smith Co
Springs—Furniture		Twine—Chalk Line	423-33 Chapel St New Haven
Owen Silent Spring Co Inc	Bridgeport	The Undine Twine Mills Inc Moodus	Wire Rings
Spring Washers		Twine—Mason Line	The American Buckle Co (pan handles and tinner's trimmings) West Haven
The Wallace Barnes Co Div, Associated Spring Corp	Bristol	The Undine Twine Mills Inc Moodus	Wire Springs
Stair Pads		Twine—Sail	The Wallace Barnes Co Div, Associated Spring Corp Bristol
Palmer Brothers Company	New London	The Undine Twine Mills Inc Moodus	Zinc Castings
		Twine—Selene	Newton-New Haven Co Inc 688 Third Ave West Haven
		Twine—Trot Line	
		The Undine Twine Mills Inc Moodus	

An Astounding Revelation

(Continued from page 32)

prisonment at hard labor in a government prison or far-off lands under the watchful bayonets and guns of their obedient comrades in arms.

What we have observed loosely be-

fore but now have committed to writing by a reporter of The United States News is truly "an astounding revelation" of the present state of our democracy. To accept this condition with all its implications should mean only one thing to liberty-loving Americans, and that is prompt and repeated letters to representatives asking

them to use their votes to bring about a balanced budget, to stop further grants of discretionary power to the office of the President of the United States, to defeat the President's Supreme Court Bill and further industrial control measures which will react to the detriment instead of the benefit of the unemployed.

Service Section

On account of space limitations, the material and used equipment items offered for sale by Association members have not been classified by sizes or usage best adapted. Full information will be given on receipt of inquiry. Listing service free to member concerns. All items offered subject to prior sale.

materials for sale

CONDULETS and fittings, remnants of covering materials—velours, velvets, mohair, tapestries, denims, chintzes, and cretonnes, semi-finished and castellated U. S. S. nuts, pulleys, flat and crown face-steel and cast-iron; new shaft hangers, brass wire, brass rods, aluminum tubing, cold drawn steel—mostly hex; miscellaneous lot of material used in the manufacture of molded rubber parts and flooring, knife switches—new and many sizes; carload C. I. drop bases; lead pipe, lead sheet, acid proof pipe fittings, 124 bars screw stock varying thicknesses and lengths, white absorbent tissue process from cotton, rotary convertor colors and dyes—large anneal copper with high silver content in rolls J. H. Williams' wrenches variety, lacquers—several hundred gallons in assorted colors; and soft in assorted sizes.

equipment for sale

ANNUNCIATORS, baskets, beaders, beamers, bearings, belt stretchers, blowers, boilers, braiders, bronze runners, cans, cards, woolen; car loaders, chain, chairs, chamfer, clocks, time recorders; clock systems, colors and dyes, compressors, condulets, convertors, conveyors, cookers, cooking utensils, doublers, draftsmen's table, drop hammers, drops, board; drums, drying racks, dyes, engines, evaporators, extractors or percolators, fans, filtering carbon, folders, forming rolls, frames, furnaces, gears, generators, grinders, grindstones, grinding wheels, guiders, headers, lamp shades, lathes, lifters, looms, De Laski circular; machines, automatic; machines, calculating; machines, compressing; machines, dieing; machines, drilling; machines, filing; machines, filling; machines, folding; machines, knitting; machines, mercerizing; machines, milling; machines, pipe-cutting and threading; machines, pleating down; machines, riveting; machines, screw; machines, threading; machines, tongue and groove; machines, washing; mercerizer equipment; millers, mixers, mills, mills rubber; mixing rolls, motors, oil circuits; oven drawers, paints and lacquers; panels, planers, plungers, pointers, presses, profilers, pulley drives, pumps, reamers, receivers, rheostats, safe cabinets, saws, scales, screens, seamers, shapers, shears, spindles, spinning mules, steam tables, steam warmers, stitcher, 192 monitor corner box switches, tables, tanks, toilet equipment, trucks, ash can; tube closers; wire, wire screw and yarders.

for sale or rent

FOR RENT. In Hartford, Connecticut, units of 5,000 to 16,000 sq. ft. in fully sprinklered modern building suitable for light or heavy manufacturing. Elevator, heat, watchman service included in rental. New York, New Haven and Hartford Railroad siding available. Out of flood area. Will rent at reasonable rates. For particulars apply to Billings and Spencer Company, Nelson Smith, 75 Pearl Street, Hartford, or your own broker.

FOR SALE. 1 American Fairhurst Air Compressor size 8 $\frac{1}{4}$ " x 8" belt driven with unloader—price \$175.00. Also 1 Model E National Metal Edge Box Staying Machine \$150.00. S. E. 96.

FOR SALE. One Elliott Addressing Machine in good condition. For further particulars and price, Address S. E. 95.

FOR SALE. Growing textile business. An opportunity now exists to invest several hundred thousand dollars in an old and well established Connecticut textile company together with services. The company has been paying full dividends for many years. Present head of the company would like to retire, after the party making the purchase has become familiar with all phases of the business. Address Investment Opportunity No. 10, CONNECTICUT INDUSTRY.

FOR SALE—MANUFACTURING ITEM. The tools, patterns, equipment and good will for the manufacture and sale of the "Crown Nail Puller" and "Band Cutter," the most efficient box opener on the market. It is entirely outside of the line of manufacture of its present owners. A few hundred dollars will buy it. Address S. E. 96.

FOR SALE. Steam Fire Pump. One "Worthington-Knowles" standard underwriters pump, 16" x 9" x 12". Capacity 750 gallons per minute or 3 good 1 $\frac{1}{2}$ " smooth nozzle streams, full speed 70 Rev.

per minute. A-1 condition. It may be inspected on its present foundation. Low price for quick sale. Write Box No. S. E. 97.

FOR SALE. 1 Universal Displayer with five wings, size 26 x 43; also 2 Hooven Typewriters. Make us your best offer. Address S. E. 98.

employment

SALES EXECUTIVE. Exceptional man of ability, integrity and personality who has had broad experience as salesman and sales manager in the special office machine field, electrical, tools and furniture and who has been a merchandise consultant on his own, desires connection as sales executive in a progressive manufacturing concern in New England. Complete details and interview arranged by writing P. W. 352.

MANUFACTURING EXECUTIVE. Having 15 years' experience as office manager in charge of all accounting, costs, credits, collections, purchasing and all other details pertaining to office management, desires a position in a similar capacity with a medium sized corporation. Has been secretary, treasurer, and director of the corporations worked for. After a reasonable time, would consider a financial interest in the concern if agreeable. Married and owns home but would consider locating anywhere in New England. Details as to references, etc., can be had by arranging interview through P. W. 361.

PRODUCTION MANAGEMENT EXECUTIVE. Man of broad training in the manufacturing field, who for many years was assistant in charge of production for one of the nation's largest automobile companies, and who is thoroughly familiar with modern shop practice, tooling, equipment, time study, process engineering and the results in production methods on a large or small scale, desires the opportunity of serving in a management or advisory capacity in a Connecticut or New England manufacturing establishment. For further details of his accomplishments and interview address P. W. 362.

TREASURER AND OFFICE MANAGER. Man who was for 11 years treasurer and office manager of large Connecticut manufacturing organization and for 20 years before handled credit and collections and all other branches of office work, desires connection with another Connecticut or New England manufacturer because of changes in management. References and interview arranged by calling P. W. 364.

EXECUTIVE SECRETARY. Young woman, high school and secretarial college graduate, desires connection with industrial concern. Possesses initiative, ability and poise. Twelve years' experience, nine of which were with a nationally known manufacturer, and three in State nutrition work. Excellent references. Address P. W. 365.

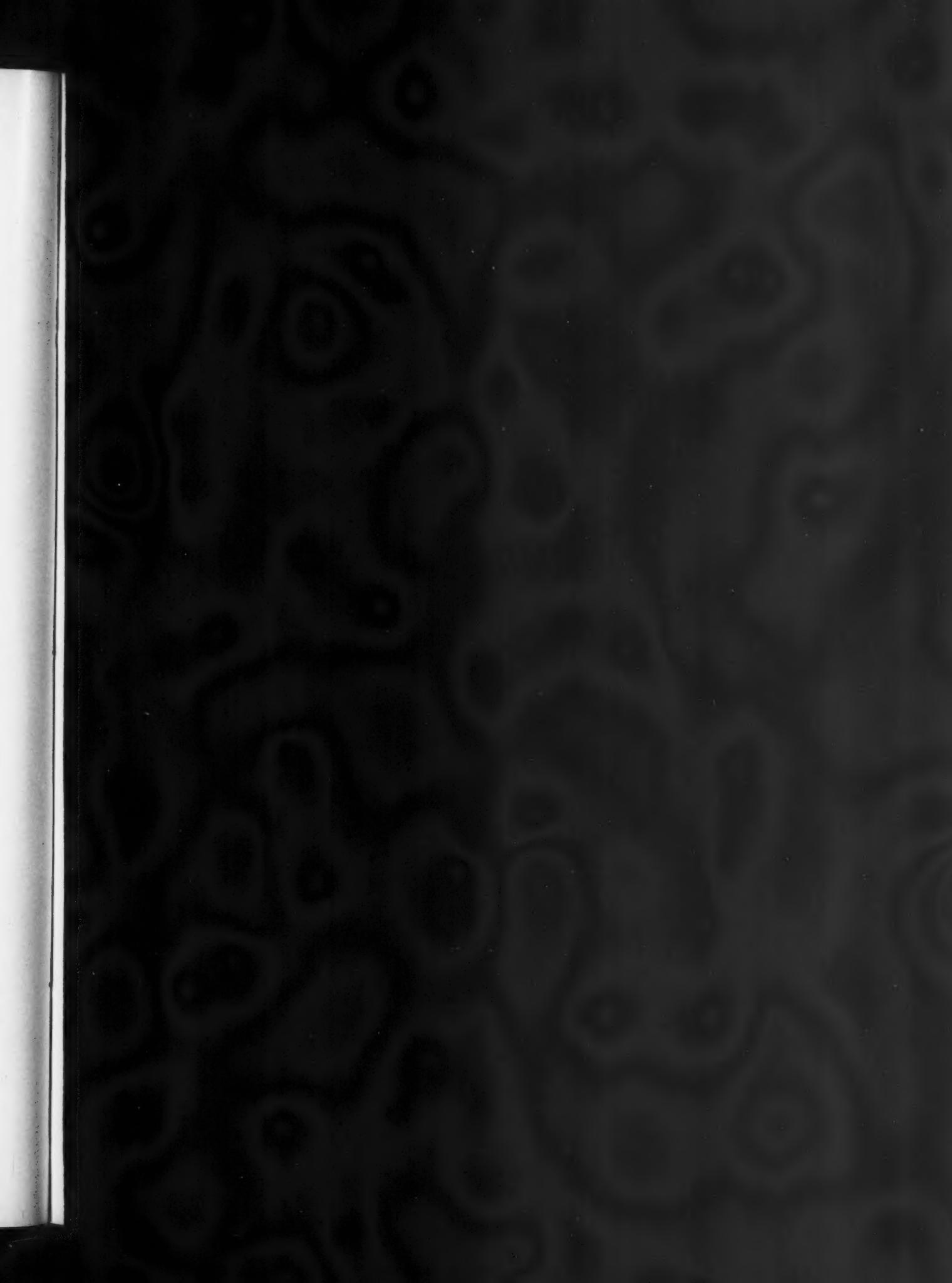
SALES MANAGER AND PURCHASING AGENT. Man with broad experience as salesman, purchasing agent and sales manager seeks connection with Connecticut or New England manufacturer or distributor where his abilities may be used to the best advantage of his employer and himself. Candidate has just severed his connection with a Connecticut manufacturer whom he has served for the past nine years. Candidate has pleasing personality and gets along well with his associates. References—all former employers whose names will be furnished upon interview. Address P. W. 366.

PAYMASTER AND PERSONNEL MAN. 17 years with large corporation; last 6 $\frac{1}{2}$ years in personnel department; previous ten years general paymaster. Extensive experience in maintaining congenial relationship between employer and employees. Experienced in sports and welfare activities. Editor of employee's periodical. Address P. W. 367.

EXPORT MAN—TRANSLATOR. Young college graduate, Princeton. Fluent Spanish and reading knowledge of French and Portuguese. Five years as a teacher and head of a department of history and social science in a preparatory school in Havana. Two years of law school at the University of Havana. Especially desirous of export work and believes that his experience, character, and knowledge of Latin American customers, laws and temperament can be the basis of something valuable to an employer in this field. Address P. W. 368.

EMPLOYMENT OR PERSONNEL MANAGER. Married man with approximately 20 years of experience in employment, personnel and welfare work desires position in any one of these three fields in New England or New York territory. His administrative experience in state and city welfare and relief work combined with his employment work should qualify him for the highest type of personnel or industrial relations position. Address P. W. 369.

FINANCIAL MAN. Young man in early 30's with college training and more than 10 years with a large New York banking institution, desires a connection with Connecticut or New England industry. His experience should qualify him as an assistant to the treasurer of a manufacturing establishment. For interview and references address P. W. 370.







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These three men symbolize the three profits which American Mutual policyholders receive from their workmen's compensation insurance.

American Mutual safety engineers help to establish sound safety practice which corrects fundamental accident causes; reduces insurance costs—also saves indirect accident losses.

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tion of physical fitness. Countless times they have returned to their posts injured workers whose loss would have cost their employers their years of experience.

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